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**PUBLIC GOVERNANCE AND TERRITORIAL DEVELOPMENT DIRECTORATE
PUBLIC MANAGEMENT COMMITTEE**

Cancels & replaces the same document of 03 April 2003

COUNTRY FACTSHEETS

**27th session of the Public Management Committee
3-4 April 2003**

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

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AUSTRIA

On the 1st of May 2003 all responsibilities for public administration, public service and reform will move from the Ministry of Public Service and Sports to the Federal Chancellery. Continuous reform of Public administration is again an important part of the Governmental Program 2003 (www.austria.gv.at)

Some highlights of recent developments are: Help.gv.at:

On the 4 december 2002 a complete relaunch of our service plattform www.help.gv.at has been presented to the public. It consists of a new design and lots of new services. For example:

Help for disabled persons – which was created in connection with the year of disabled persons declared by the EU for 2003. With help.gv.at It should be much easier for disabled persons, their relatives and nurses to prepare and execute official proceedings. At the same time the accessibility regulations for web contents (WAI) were implemented at A-level for the whole website. It provides a special version for physically disabled citizens that allows them an access to official proceedings without barriers. A working group in the Federal Chancellery with representatives from several organisations for disabled persons and from the Federal Ministry for Social Security and Generations deals with this part of project development.

Help for foreign citizens – [Help.gv.at](http://help.gv.at) for Foreign citizens provides information for foreign citizens living or working in Austria about the most important official proceedings in English. Although many connecting links are still available only in German the links are kept up to date and there are constantly added pages in English. Special emphasis is given to the network/linking with the authorities and partners. After the users have gathered initial information, they have the possibility to get to the responsible authority via automated and permanently updated links in order to receive further information on the office hours an responsible staff.

So now after the up-to-date relaunch help.gv.at provides information concerning to over 150 different life-situations, opportunity to communicate with the citizens (For individual inquiries or suggestions the forum **”questions and answers”** is at the users disposal.) and to online official proceedings

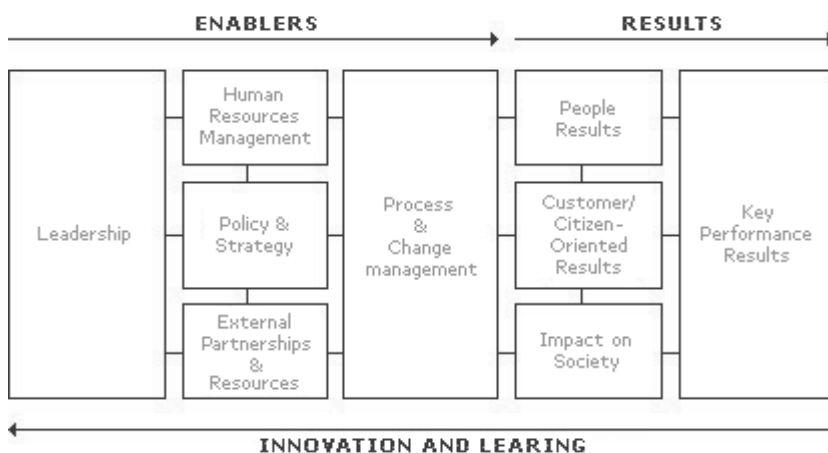
Networking with the EU: More than 40 links from the EU-platform: www.europa.eu.int/publicservice connect the users with the homepage of HELP

The 6th “Speyerer Qualitätswettbewerb” and CAF:

In the Governmental Program 2003 the high quality of the public service is named as one of the most important locational advantages of Austria. Austria is steadily fostering its activities to recieve higher quality in public administrations. One impetus therefore is the participation in the Speyerer Quality Award every 2 years. Every public administration in Germany, Switzerland and Austria gets the opportunity to participate. Three of the 12 Awards of 2002 were won by Austrian participants two of them in the field of "Personal Management" and one in the field of "Knowledge Management"

For the first time at the Speyerer Quality Award 2002 the use of the European Quality Model CAF (Common Assessment Framework) was a precondition for the application. So the Quality Initiative of the German speaking countries is now connected to the European Quality Movement. Meanwhile 28 public administrations in Austria already work with the CAF and are part of the European Benchmarking Network. The CAF allows evaluating an organisations quality-orientation rapidly and free of charge, for it is based on a self assessment which relieves the organisation of the necessity to involve a private consulting. It may also be used under a wide variety of circumstances e.g. as a part of a systematic programme of reform or as a basis for targeting improvement efforts in public service organisations. In very large organisations a self assessment may also be undertaken as well as in a part of the organisation. The CAF can be illustrated in the model below:

THE CAF MODEL



(Based on the EFQM diagramme)

For further information about the CAF look up: www.eipa.nl or www.kdz.or.at/kdz/caf/.

The CAF is being evaluated.

Development of a Performance Catalogue for the Federal Administration:

Within the context of a broad introduction of a cost-accounting and performance measurement system in federal government it was decided in the Council of Ministers in June 2002 to develop a performance catalogue in order to amend public management and to create a system that allows international benchmarking. In an interministerial workinggroup the delegates of 11 ministries develop the principles of a performance catalogue. The results of work could be summarized as follows:

Policyfields were defined which correspond to the COFOG Classification used in the UN and the OECD. It can be used for classification of public expenditure according to COFOG-Criterias. So international benchmarking should be possible in the future.

A catalog of internal services (personnel, budget, IT-infrastructure etc.) is used in every federal ministry as base for managerial decisions and will be used for interministerial benchmarking. Different levels of the performance hierarchy were defined and described in order to coordinate implementation of this cost-accounting and performance measurement system.

For further information look up: www.bmols.gv.at/Leistungskennzahlenbericht

BELGIUM

Processes Automation

Entreprise Resource Planning (ERP) projects are about to be launched in the federal services of the Belgian administration for Human Resources functions.

HR automation (eHR) within the Belgian Federal Authority stands for definition, implementation, and follow-up of HR tools, through centralised use of Information Technologies which are adapted to distributed automation of HR processes. The aims of such a program are two-fold. Firstly, efficiency and effectiveness improvements of the local data management (inside a typical Public Services Institution) and central data management (Federal perspective). The second objective aims at re-focusing the role of the local HR function from administration towards added-value aspects such as Career and Succession planning, Talents Development, Scorecards, etc.

The implementation of the ERP/HR solution is planned within a matrix which three dimensions are Time, Customers progression, Functionalities progression.

HR modernisation will cover all domains of Personnel Management (from Administration to Self-Services aspects) and integrate those within a single information repository. By doing so, eHR will address the current situation in which «in-house», isolated and non-evolutive HR systems do neither provide consolidated management information, nor support modern Personnel Management, nor enable local core services improvement for a Total Cost of Ownership (TCO) that represents a fraction of the current one.

Information on this program can be obtained by contacting the general manager of the eHR group within the Personnel & Organisation Federal Public Service : Daniel.braun@p-o.be

Le plan de personnel et l'enveloppe de personnel, points centraux de la nouvelle politique de gestion du personnel

Le plan de personnel qui s'implémente dans chacun des Services Publics Fédéraux (SPF) belges, établit les priorités assignées par le management à la gestion des ressources humaines. Ces priorités sont validées par le comité de direction pour l'ensemble du SPF et approuvées par le ministre.

Partie intégrante du plan opérationnel du président, le plan d'action intègre de façon souple et efficace l'évolution pluriannuelle des besoins requis au plan stratégique et l'analyse détaillée, en nombre et en compétences, de la situation « as is ».

En ligne avec cette vision managériale, l'enveloppe de personnel est le mécanisme par lequel les moyens dégagés sont effectivement affectés aux priorités.

Le principe de l'enveloppe consiste à globaliser l'ensemble des moyens stables affectés aux ressources de personnel et permettre par là de dégager une marge budgétaire opérationnelle.

Ce principe a été appliqué à la définition des enveloppes 2003 pour l'ensemble des crédits de personnel : statutaires, contractuels et fonctions de management et d'encadrement.

Le mécanisme de suivi de l'enveloppe qui se met en place, vise à permettre l'évaluation fiable de l'impact total de chaque décision prise en matière de personnel et d'optimiser l'utilisation des crédits. Il doit également jeter les bases d'un nouveau mode de contrôle de l'ensemble des décisions en matière de personnel.

Personne de contact : Etienne Oriante, Directeur Planning et Sélection, etienne.orianne@p-o.be

Développement du personnel

La Direction Développement du Personnel du Service Public Fédéral Personnel & Organisation (SPF P&O) a pour mission le développement de la politique, de la méthodologie et des directives relatives au développement de la carrière, au management des prestations, à l'accompagnement de la carrière, à la formation et au développement du personnel des Services publics fédéraux belges. Son action s'inscrit dans la nouvelle gestion des Ressources humaines de l'Administration fédérale et se concrétise en étroite concertation avec l'IFA, Institut de Formation de l'Administration, afin d'offrir aux personnes la possibilité de continuer à s'épanouir et de développer leurs compétences.

Cette nouvelle gestion des Ressources humaines repose sur les éléments suivants :

a) Une nouvelle politique de carrière et de rémunération

La nouvelle politique se distingue en trois aspects de l'approche traditionnelle au sein de l'administration fédérale.

- Carrière duale : les collaborateurs auront la possibilité de développer leur carrière dans un domaine d'expertise bien précis ou faire le choix d'une carrière axée sur la direction. Les deux carrières seront valorisées de manière équivalente. Les collaborateurs pourront en outre passer de l'une carrière à l'autre.
- Pondération des fonctions : dorénavant le poids de la fonction, dépendant de son contenu, de sa spécificité, de son impact et des responsabilités y afférant, déterminera une rémunération spécifique. Cette rémunération sera conforme aux conditions du marché du travail.
- Allocation de compétence : des mesures de compétences sont organisées afin de stimuler les collaborateurs à continuer à développer leurs compétences. La réussite des mesures de ces compétences donne droit à une allocation de compétence annuelle.

b) Un nouveau cycle d'évaluation appelé dorénavant les cercles de développement

L'objectif des cercles de développement est d'une part, la promotion du développement des compétences des membres du personnel, et d'autre part la réalisation des objectifs du service public fédéral. Une meilleure prestation, la motivation et l'implication accrue des collaborateurs en seront les résultats.

La direction Développement du Personnel a développé la méthodologie et les outils nécessaires à l'implémentation des cercles de développement. Par ailleurs, elle offre une aide concrète, des conseils, du coaching et de la consultance sur le terrain tout en favorisant et organisant la concertation entre les services publics. Elle se porte garante du respect de la philosophie du nouveau système et en assure le suivi.

c) Un processus de développement de chaque membre du personnel

Le développement de la carrière des collaborateurs nécessite un accompagnement du développement de leurs compétences individuelles et des compétences collectives de l'organisation. Une confrontation continue de leurs ambitions personnelles et des objectifs de l'organisation doit aboutir à un plan d'action

individuel et collectif. Le chef fonctionnel, soutenu par les cellules d'encadrement Personnel & Organisation, détermine avec ses collaborateurs les actions et moyens à mettre en œuvre. Un soutien de l'individu, de son chef, de l'équipe et de l'organisation sont nécessaires.

La Direction Développement du Personnel développe deux projets en concertation avec les services publics :

- Le plan individuel de développement : il s'agit d'un outil qui tente de faire d'une part, la synthèse des besoins de l'individu et de l'organisation en vue de la réalisation des objectifs personnels et de ceux de l'organisation, d'autre part de définir les actions et moyens à mettre en œuvre pour réaliser les objectifs définis.
- Le soutien aux dirigeants ou managers de ligne : un programme de formation et de coaching est proposé.

Personne de contact : Maryse Krutwage, Directrice Développement du Personnel, maryse.krutwage@p-o.be

Gestion des Ressources Humaines - fonctionnaires dirigeants

La direction HRM-topmanagement du Service Public Fédéral Personnel et Organisation (SPF P&O) a pour missions principales de contribuer au développement d'une nouvelle culture managériale et de soutenir les nouveaux managers de l'administration fédérale belge dans l'exercice de leur fonction. S'inscrivant dans une nouvelle politique de gestion des ressources humaines, elle traite de tous les aspects de cette gestion pour ce public cible particulier et plus précisément du développement des compétences managériales, de la politique de recrutement et de sélection et de la mise sur pied d'une structure de travail en réseau de ces managers.

Les principaux axes d'actions de la direction sont les suivants :

a) Assistance dans le processus de recrutement et de sélection des top-managers

La direction HRM-tomanagement intervient à quatre moments du processus de recrutement et de sélection :

- Lors de l'élaboration du profil de fonction : première exigence dans un processus de recrutement, l'élaboration d'un profil de compétences (puis d'une description de fonction) doit faire l'objet d'une vérification de la qualité avant d'être validée.
- Pour la pondération des fonctions : sur la base de la description de fonction et des éléments obtenus à cet effet la fonction doit faire l'objet d'une pondération sur la base de 13 critères définis, qui donne lieu au classement de la fonction dans une bande de salaire. Ce travail s'effectue en collaboration avec le Service Public Fédéral Budget et Contrôle de la Gestion. Il nécessite également un benchmarking constant du marché de l'emploi pour assurer la cohérence entre les bandes de salaires proposées et les pratiques du marché du travail.
- Lors du recrutement : soutien au SELOR, service public chargé du recrutement, et aux managers en fonction lors du recrutement et de la nomination des nouveaux managers.
- Pendant tout le processus et après : suivi de toutes les procédures et maintien d'une base de données concernant les nouveaux managers nommés.

b) Développement des compétences en management

Afin de contribuer au développement d'une nouvelle culture managériale, les compétences en management doivent être continuellement actualisées. Les principaux outils de développement sont :

- Les workshops d'induction : dès sa mise en place, le comité de direction d'un service public est invité à un workshop résidentiel qui constitue une étape fondamentale dans la création d'un esprit d'équipe et l'acquisition des éléments les plus récents de la réforme de l'administration fédérale.
- Le coaching : pour aider au développement de compétences particulières et personnelles, les managers de niveau N-1 (directeurs généraux) peuvent faire appel à un coaching individuel, les managers de niveau N-2 (directeurs) peuvent recevoir un coaching de groupe ou individuel selon les cas. Ce coaching permet l'approfondissement des méthodes managériales les plus récentes.
- Des formations : sur des sujets précis tels que la gestion de projet, la communication, planifier et atteindre les objectifs, etc...
- Le fonctionnement en réseau : mise en place d'un réseau physique et virtuel assurant le partage d'expériences et d'informations entre les managers.

c) *Canaux de communication pour les managers*

La direction HRM-topmanagement a mis sur pied différents canaux d'information sur et à destination des managers :

- un call-center pour toute question sur les fonctions de management
- la diffusion d'information de base sur Copernic
- une information sur le portail fédéral
- une e-community réservée aux topmanagers pour le partage virtuel d'information et le travail en commun.

d) *Evaluation des managers*

Les fonctions de management sont des fonctions de mandat évaluées tous les six ans, assorties d'évaluation intermédiaire tous les deux ans. Les critères d'évaluation, associés aux plans de management, doivent être pertinents et permettre l'ajustement des plans de management si nécessaire. A ce niveau, la direction HRM-topmanagement est responsable de la création d'une méthodologie d'évaluation qui réponde à ces exigences.

Personne de contact : Peter Samyn, Directeur HRM-Topmanagement, peter.samyn@p-o.be

CZECH REPUBLIC

New Human Resources Management

On 1st January 2003, Act No. 312/2002 Coll., on *Territorial Self-government Officials* and on Change of Some laws, came into force. Approval of the Act No. 312/2002 Coll., on *Territorial Self-government Officials and on Change of Some Laws* of 13 June 2002 completed a four-year period during which a systematic training of officials was introduced as a substantial aspect of the public administration quality performance. The legislative text affect only officials of self-governing units, i.e. elected representatives and the supporting staff are excluded.

The aim of the Act is to strengthen the impartiality of territorial officials and highlight their duty to act in the public interest and to serve the public. An important element of the Act is the education that is understood as a duty and the right of each official. It consists of training on special professional aspects focusing on practical issues of the agenda, ongoing education and training of senior officials. One part of their education will be also focused on preparation for so called „exam of the special professional ability. By insuring better conditions for territorial officials, the Act will contribute also to a greater stabilisation of personnel of Self-government Units.

The Act includes besides the labour-legal part, the part concerning the training of officials inclusive of the description of the individual types of training. To this part belongs provision concerning accreditation of training programmes and educational institutions. Accreditation should be the basis for provision of the quality lifelong education of the officials of the territorial self-governing units.

The second phase of the territorial public administration reform

The second phase of the territorial public administration reform follows the first phase that resulted in establishment of regions as a territorial self-governing units with delegated power in state administration issues. The second phase of the reform aims at higher decentralisation and deconcentration; in this connection, powers (competencies) are transferred from state administration bodies to self-governments either to their own powers (competencies) or delegated powers.

Another second phase objective is integration of the administrative system. Previous legislation set up so called joint model of public administration at the regional and local level which means that self-governmental bodies exercise powers of state administration as a delegated power in special mode. At the district level, the divided model was used because District Offices represented state administration bodies only.

Inconvenient territorial administrative structure established in 1960 was further important reason for the second phase initiation. During territorial administrative reform in 1960, some of natural micro-regional centres were omitted and former geographical administrative territory violated. This caused permanent tension between affected towns, especially in Districts where the impacts of the reform were remarkable. Reducing number of Districts during territorial public administration reform in 1960 made decentralisation and deconcentration process difficult from a space aspect.

The reasons mentioned above in terms of territorial public administration reform concept resulted in replacing the function of District Offices by state administration performance in municipalities (mostly) and in regions (partly); some District Offices' powers were transferred to other state administration bodies.

The presented concept suggested primarily the choice of municipalities to exercise District Offices' powers, so called municipalities with extended powers. The first selection process depended on geographical analyses and later was modified during negotiations in state administration bodies, in the Government and in the Parliament.

Termination of District Offices' activity is defined in the legislation mentioned below. Related to this it was necessary to solve actual problems connected with transfer of personnel and the property to self-governments and with appellate procedure performance and supervision when one tier of state administration with the general power is abolished.

Termination of District Offices' Activity

In accordance with the second phase objectives, the function of District Offices terminated on 31st December 2002 and their powers were delegated mostly to self-governmental bodies (14 regions and 205 municipalities with extended powers) and in some cases to the territorial administrative offices.

Legislative framework of the second phase of the territorial public administration reform was approved in June 2002 and consists of:

- Act No. 231/2002 Coll., on the Amendment to Act No. 129/2000 Coll., on Regions;
- Act No. 290/2002 Coll., on Some Further Assets, Rights and Obligation Transfer from the Czech Republic to Regions and Municipalities and on Relating Changes;
- Act No. 312/2002 Coll., on Territorial Self-government Officials and on Change of Some Laws;
- Act No. 313/2002 Coll., on the Amendment to Act No.128/2000 Coll., on Municipalities;
- Act No. 314/2002 Coll., on Determination of Municipalities with Authorised Municipal Office and Municipalities with Extended Powers;
- Act No. 320/2002 Coll., on Changes and Abolition of Some Laws in Connection with Termination of Activity of District Offices;

Municipalities with Extended Power and Delegated Powers

New type of municipalities, so-called municipalities with extended powers, was defined by the Act No. 314/2002 Coll., on Determination of Municipalities with Authorised Municipal Office and Municipalities with Extended Powers.

A big part of competencies of District Offices that terminated the activity on 31st December 2002 was transferred to municipalities with extended powers. For instance, there exist 205 municipalities with extended power since 1st January 2003 instead of 76 District Offices (including City of Pilsen, Brno and Ostrava). Most municipalities of the Czech Republic took part in the administrative territory making up process of municipalities with extended powers set by the decree of the Ministry of Interior.

For example, execution of the state administration in the following areas is transferred to municipalities with extended power:

- population register
- issue of IDs and travel documents
- issue of driving licences, motor vehicles evidence
- water management
- waste management – waste register
- environment protection
- powers connected to landscape: forestry, fishing and hunting
- transport
- children social-law protection
- care for non-adaptive citizens
- benefits and social care service
- social care for elderly and disabled, etc...

The following criteria were chosen to transfer competencies:

accessibility for citizens; effectiveness; quality and economy of public administration performance at the respective level; number of issued first-instance decisions in particular fields of state administration; qualification demand of transferred powers from the view of human resources; restriction of transfer of first-instance-decision process to the regional level because of undesirable growing extend of appellate processes at central administrative offices; effort to transfer more frequently executed powers with the direct relation to citizens to the lowest possible level. Less frequently executed powers will be transferred to the regional level.

Relationship Hierarchy at the State Administration Performance and Autonomy at the Own Competencies Performance

Within the self-governmental bodies in the Czech Republic, there is difference between own powers connected with execution of own self-government activities and delegated powers with execution of state administration.

There are differences between own and delegated powers. To execute the own powers the self-governmental bodies follow law but internal directives of ministries and other central state administration bodies are not obligatory for them. State institutions are allowed within the own powers to check compliance of their performance with law. Decision making process in the self-governing matters cannot be influenced by wrongs or non-conformity with internal acts of higher central state administration bodies.

To execute delegated powers, self-governmental bodies are obliged to follow laws and other regulations, directives of ministries and other central state administration bodies. These directives cannot charge self-governmental bodies with tasks going beyond the law.

State supervision over the territorial self-governments activities

Since local self-governments were restored in 1990, state supervision was exercised by District Offices. There were no significant changes in next ten years. Certain changes in supervision were made after the regions emerged in the public administration system in 2000.

Municipalities were under the supervision of the District Offices, supervision over legality of regions' activities is under the responsibility of the Ministry of Interior. At the same time, constitutional principle of division of state power was, in terms of supervision, fulfilled especially between executive and judicial power. Since then, these supervision institutions have identified the cases of illegality in the municipal and regional activities and helped voluntary corrections of imperfections. However, upon the supervision institutions' initiatives only general Courts (eventually Constitutional Court) have the right to cancel illegal norms of municipalities and regions.

From 2003, the supervision follows similar principles with the necessity to solve the District Offices' successorship to take over their supervision functions over municipalities. Amendment to the Act on Municipalities imposed this task on the Ministry of Interior (co-operates with other central state authorities) and partly on the regions which execute limited supervision powers as transferred state administration. It means principally that the supervision can be provided both by regions and the Ministry of Interior from January 2003 but only the Ministry of Interior can apply supervision repressive action (suspend force or execution of incorrect act of territorial self-government, propose the Constitutional Court its cancellation). This status requests close co-operation of both supervision executors.

Repression is an exception. Continuous supervision has a methodological and advisory character and should play a preventive role. In the past, municipalities asked supervisory District Offices for advice, law interpretation, assistance. The Ministry of Interior wants to keep supervision character also after termination of District Offices that is why supervision over municipalities will not be provided from Prague but from the territorial sites situated mostly in the buildings of previous District Offices. This guarantees the continuity of accessible advisory service for the municipalities. Supervision over regional self-government will be henceforth performed from Prague by the Ministry of Interior, in a standard way.

FINLAND

Towards Better Accountability

A Working Party, whose task was to make proposals for a reform of the procedures of drawing up the State's final accounts, of reporting on these accounts and of the procedures for implementing public accountability has published its report. The objective of the work was to improve the accountability and performance liability of the Government and of its subordinated agencies and institutions, to render performance management more effective and to ensure that information giving true and fair view is made available concerning central government finances, administration and effectiveness.

For the purpose of establishing performance targets and of reporting on the effects of an activity the basic criteria of effectiveness should be defined in law in new terms. In steering and guidance and in reporting a clear distinction should be made between on the one hand extensive social impact (outcomes) and on the other hand the direct operative effects (outputs), which can be achieved by the management of an agency, an institution or some activity. Social impact, operative efficiency, quality management and management of human resources should constitute the elements of effectiveness.

The present Financial Status Report and the Financial Statement and Report should be merged to form a new Report on the Final Central Government Accounts, which should be presented to Parliament. The final accounts of the agencies liable to make their own accounts, of the State's funds not included in the budget and of the unincorporated state enterprises should constitute documents ancillary to the Report on the Final Central Government Accounts. The contents of the annual reports, of the final accounts calculations and of their annexes, which are ancillary to the final accounts of the agencies liable to make their own such accounts, should be gradually reformed.

The responsibility of the ministries should be strengthened in their role as managers of their respective administrative branches and policy sectors and as the bodies implementing the performance liability in practice. The ministries should make an assessment of the final accounts and of the audit report of their subordinated agencies and units, which are liable to make their own final accounts, and the ministries should give a reasoned public opinion on those documents. Internal control and the responsibility of management on various levels for that control should be strengthened. The foundation should be laid for inter-administrative co-operation in the area of internal control. A controller-function common to the whole of Government should be established within the Ministry of Finance. That unit should be entrusted with the task of preparing the Report on the Final Central Government Accounts, of ensuring that reporting gives true and fair view, of carrying out the internal control of central government finances, of making use of reports and assessments, as well as of improving the systems for administrative and financial management and reporting.

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Towards Professional Management in Finnish Central Government —Development Strategy for 2002-2012

Vision

“Professional management guarantees the productivity, well-being and constant renewal of government operating units. Systematic development of management ensures the availability of future leaders and their commitment to a common management culture.”

A general goal of the strategy for development of management in central government is to instil the above vision in every manager and supervisor and ensure its realization. The vision can be broken down into the following goals of management development:

1. Professional and systematic development of managers and management throughout central government.
2. Effective, versatile use of management resources.
3. Managers are management professionals. Management processes and sub-processes (especially strategic management, management by results and personnel management) are integrated into concrete management practices.
4. Managers who retain their working capacity throughout their careers.
5. Development of common management competences and culture for central government.
6. Management duties in central government that are attractive and make the government a competitive employer.

As a large proportion of government managers will be retiring quite soon, there is a critical need for an extensive programme of systematic management. An estimated 85% of present senior managers will be retiring from government service by 2012. This will provide an opportunity to mobilize remaining management resources and employ them in central government with greater efficiency and versatility.

Demands for greater competitiveness and productivity in central government are also increasing. Examples include overall reform of central government and a comprehensive reform of personnel policy. Reform of the central government system will call particularly for new, more efficient management. The introduction of new incentive schemes, which has now reached a critical stage, will succeed only if managers and supervisors have the ability and the will needed to transform their own management behaviour.

In central government, there is a demand for managers capable of fully mobilizing the human resources of organizations in order to implement their basic functions. The operating culture of central government will develop in the desired direction only if the management atmosphere becomes conducive to innovation, interaction based on trust, and collaboration, and if it emphasizes human relations skills.

This strategy is an outgrowth of the Government Resolution of August 30, 2001 on State personnel policy. The development strategy incorporates an analysis of the basic premises and of changes in the operating environment, a vision, proposals for action in critical areas, and a plan for implementation. The strategy devised by the working group set by the Ministry of Finance forms an entity guided by common values and a competence model, in other words the criteria required for good management. The working group has made the following strategic proposals:

1. Top management duties should be for a fixed term; the time spent in one job should not exceed eight years. This change would not reduce job security.
2. Personal management contracts should be drawn up for all top managers in central government, in accordance with the following principles:
3. Contracts should be made for a fixed term of four years.
4. Contracts should be reviewed in connection with performance appraisals and evaluated in their entirety six months before they expire.
5. Management should be developed on the basis of a common model. This will include competence goals and implementation principles for each target group.
6. The efficiency and leadership of managers should be assessed on the basis of a common framework.
7. The development, use and mobility of common managers resources should be improved.
8. Management in central government should be enhanced with joint development services.

Responsibility for better management in central government rests with the Government; the responsibilities of the individual ministries and operating units must be supported with a common strategy and jointly produced development services. In joint development of management in central government, the special needs of public management must be taken into account and the difference between the operating units recognized. Attention also needs to be focused on developing a shared State management culture and the requisite supporting functions. All managers and supervisors in central government should be subject to this development process. As defined in the strategy, joint development of management in central government will focus primarily on senior and middle management.

In the final analysis, responsibility for the new management culture will rest with each and every manager and supervisor. The purpose of the strategy is to encourage managers to embark on personal development and to offer them clear goals and the opportunities to achieve them. As an employer, the State will offer opportunities for this in the various stages of a manager's career and also in various life situations. It is the goal of government to attract skilled supervisors and managers into challenging careers where success requires commitment and the will to lead and develop. Government aims to offer interesting and varied jobs and competitive employment relationships. It is committed to the systematic development of the managers in its employment and to maintaining their working capacity throughout their careers.

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FRANCE

Le gouvernement nommé en mai 2002 a donné une impulsion nouvelle aux travaux relatifs à la réforme de l'État. Si la réforme est menée au niveau du Premier Ministre, chaque ministre a désormais la responsabilité de définir les modalités de mise en œuvre des politiques qu'il a à conduire. Pour cela, chaque ministère élabore sa stratégie ministérielle de réforme ce qui doit favoriser le développement d'une culture de la responsabilité.

La Réforme de l'État est principalement concentrée sur quatre domaines : la mise en œuvre des politiques publiques, la satisfaction des usagers, les technologies de l'information et de la communication et la gestion des ressources humaines.

1. La mise en œuvre des politiques publiques

La réflexion sur la mise en œuvre des politiques publiques est capitale car elle permet d'augmenter l'efficacité de l'action de l'État aussi bien au niveau national qu'au niveau local. Les nouvelles orientations choisies par la France passent par la *définition d'objectifs* et par la *mesure des résultats* obtenus par les administrations. En contrepartie, la loi organique sur les lois de finances (LOLF) du 1 août 2001 permettra aux administrations de bénéficier d'une latitude beaucoup plus forte dans la gestion des moyens qui leurs sont alloués.

a) au niveau national

La mise en œuvre de la LOLF conduit les ministères à *accélérer la généralisation du contrôle de gestion*, outil essentiel pour l'aide à la prise de décision. Cette réforme, à la fois managériale et culturelle, est accompagnée à l'échelle nationale par plusieurs actions telles que le recensement de toutes les offres de formation au contrôle de gestion et la diffusion dans les administrations de l'État d'un ouvrage méthodologique sur le contrôle de gestion. Tous les ministères ont élaboré un plan triennal de généralisation du contrôle de gestion.

Des réflexions sont en cours sur la façon d'articuler utilement les besoins du contrôle de gestion dans le logiciel de comptabilité ACCORD qui sera bientôt mis en place dans l'ensemble des services de l'administration française.

L'effort de développement de la contractualisation s'est poursuivi, l'objectif étant de généraliser le recours à cette forme de dialogue entre les ministères, leurs établissements publics et services déconcentrés. Pour l'ensemble des ministères, 38% des établissements publics avaient négocié fin 2001 un contrat d'objectif et de moyens avec leur ministère de tutelle. Ce taux est passé à près de 60% à la fin de l'année 2002. Un bilan de la contractualisation a été établi en juin 2002 et un recueil recensant les contrats et les bonnes pratiques paraîtra au premier semestre 2003.

La manière dont les établissements publics nationaux mettent en œuvre les politiques publiques a fait l'objet d'une enquête et a conduit à la diffusion d'un rapport stratégique diffusé à l'ensemble des administrations de l'État et de leurs établissements nationaux. Les échanges ont été favorisés par la création en juin 2002 d'un club de réflexion commun aux établissements publics.

Une attention particulière a été portée aux *Rapports d'activité ministériels* (RAM) qui sont publiés chaque année. Ils contiennent un grand nombre d'informations qui explicitent avec clarté les politiques publiques engagées par chaque ministère. Deux orientations majeures ont été définies pour 2003 : la recherche de la concision d'une part et la poursuite de la définition d'indicateurs relatifs aux performances réalisées au regard des objectifs fixés.

b) au niveau territorial

La modernisation de l'État passe non seulement par des actions au niveau national mais aussi par un travail de réforme au niveau local. La révision constitutionnelle adoptée par le Congrès le 17 mars 2003¹ est le signe de la volonté du gouvernement de s'appuyer sur les collectivités territoriales pour renforcer l'efficacité et la coordination des politiques publiques.

Les Projets Territoriaux de l'État (PTE), mis en place en juillet 1999, contribuent à assurer l'unité et l'efficacité de l'action de l'État dans les régions et les départements autour du Préfet. Ces projets exposent les priorités et les modalités d'action des services en fonction des objectifs généraux définis à l'échelon national et des particularités locales. Les thématiques les plus souvent retenues par les collectivités couvrent bien les grandes priorités affichées par l'État : lutte contre les exclusions, aménagement du territoire, modernisation de la gestion des services, etc.

Parvenus à mi-parcours en 2002, les PTE ont montré leur pertinence. Une étude est en cours pour tenter de renforcer ces projets et d'en faire de véritables outils de pilotage et d'évaluation des politiques publiques au niveau local (évolution de son statut juridique, meilleure articulation entre les échelons départementaux et régionaux, recentrage sur quelques grandes priorités notamment).

La coopération entre les services territoriaux a été renforcée par la création des *délégations inter-services*. Depuis 1992, le Préfet disposait déjà de deux structures : les chefs de projet et les pôles de compétence. Les délégations inter-services sont un outil plus intégré et permettent une meilleure coordination des services pour plus d'efficacité au sein de l'action publique.

Les premiers résultats ont montré que la cohérence et la lisibilité de l'action territoriale en étaient renforcées.

2. La satisfaction des usagers

La modernisation de l'État passe par une plus grande satisfaction des usagers du service public autour de deux grands axes principaux : les simplifications administratives et les services à l'utilisateur.

a) Les simplifications administratives

Le travail sur les simplifications administratives se fait au sein de chaque ministère mais fait aussi l'objet d'une coopération entre les ministères. Cela a abouti notamment à des mesures de simplification des changements d'adresse, à la réduction du temps consacré aux démarches par les usagers et à la mise en place d'enchères électroniques.

Des propositions concrètes ont été formulées pour *améliorer la qualité du langage* administratif. Certains formulaires ont été réécrits dans un langage plus simple et compréhensible par tous. Un lexique de 2 000 mots a été créé à l'attention des rédacteurs de ces mêmes formulaires pour les aider à remplacer ou modifier les mots ou expressions trop complexes ou techniques.

¹ Loi du 17 mars 2003 relative à l'organisation décentralisée de la République

Parallèlement, le nombre de formulaires administratifs proposés aux usagers depuis deux ans a été largement réduit, passant de 2 194 en 2000 à 1 580 en 2002 pour une plus grande lisibilité et une plus grande efficacité.

Un projet de loi, actuellement en cours de discussion, permettrait au gouvernement de simplifier les démarches administratives en utilisant la procédure des ordonnances, plus rapide que la procédure législative traditionnelle. Après l'adoption de la réforme, l'administration sera dans l'obligation de préciser aux usagers dans quel délai elle répondra à leurs demandes. Un grand nombre d'autorisations préalables seront remplacées par un régime déclaratif tandis que les déclarations sur l'honneur se substitueront à la production de pièces justificatives.

b) L'amélioration du service à l'utilisateur

L'administration française s'est engagée dans une démarche de *qualité* auprès de ses usagers. Elle a choisi de promouvoir les engagements de service, qui représentent une avancée concrète et sensible pour les usagers et qui sont susceptibles d'une mise en œuvre progressive par les organisations publiques. La certification est une voie adaptée dans le cas des services les plus exposés à la concurrence ou les plus avancés dans la démarche qualité.

Dans cette perspective, elle favorise la promotion du CAF (Common Assessment Framework) qui se présente comme un cadre d'autoévaluation des services publics. Le CAF est un outil, créé à l'initiative d'un groupe de travail européen, l'Innovative Public Services Group (IPSG), qui aide les organisations publiques dans toute l'Europe à utiliser les techniques de management par la qualité pour améliorer leur performance. Il fournit un cadre simple et facile à utiliser qui permet l'autoévaluation des organisations du secteur public. Cette technique a été appliquée dans certains ministères français et une formation interministérielle sur la mise en place du CAF a été organisée en juin 2002.

Une opération en vue de la remise de « Trophées Qualité » a été lancée pour distinguer les actions exemplaires et les bonnes pratiques dans les administrations.

La démarche *qualité* passe aussi par la mise en place d'une stratégie nationale de *développement durable* qui impose pour chaque décision la prise en compte des conséquences économiques, sociales et environnementales prévisibles. L'administration française est engagée dans cette problématique par le projet « État exemplaire » qui conduit l'État à être à l'avant-garde en matière d'écologie et de développement durable. L'organisation du premier forum des administrations éco-responsables est prévue courant 2003.

Parallèlement les *Maisons de Services Publics* ont continué à se développer. Ce sont des structures d'accueil qui regroupent les services aux usagers à la fois en zones rurales et en zones urbaines difficiles. Une réflexion est actuellement en cours pour améliorer ces structures qui constituent une priorité pour la réforme de l'État. Les pistes de réflexion sont les suivantes : accroître la polyvalence de ces structures au-delà de la simple fonction d'accueil commun (information, remise et transmission des dossiers, suivi des réponses...), confier la responsabilité des Maisons de services publics à des non fonctionnaires, étendre leurs compétences au milieu associatif et éventuellement aux unions professionnelles.

Ces structures ont montré qu'elles répondaient à un véritable besoin des administrés et qu'elles pouvaient apporter une réponse efficace au redéploiement territorial des différents services de l'État.

3. Le développement de l'administration électronique

La simplification des démarches et des procédures doit s'appuyer en partie sur l'utilisation plus systématique des technologies de l'information et de la communication (TIC) en plaçant l'utilisateur en centre

du projet administration électronique. Levier essentiel de la réforme de l'État, l'administration électronique est un champ d'action particulièrement riche dans lequel la France a réalisé de grands progrès.

Les sites Internet publics sont passés de 2 937 en 2000 à 5 255 en 2002, soit une augmentation de près de 80 % en 2 ans. Les sites de l'État et des collectivités locales ont fait l'objet d'un partenariat novateur conclu le 31 juillet 2002, permettant une plus grande facilité de « navigation » entre les différents sites. L'utilisation des TIC comme outil de travail a été renforcée par l'adoption progressive de Charte d'usage des TIC par chaque ministère et chaque service.

Le développement des téléprocédures est resté un objectif prioritaire en 2002.

Le nombre de formulaires numériques a fortement augmenté en deux ans, avec une croissance de 107 % entre 2001 et 2002. En 2002, 1328 formulaires numérisés étaient disponibles sur le portail de l'administration française « service-public.fr ».

Au delà de la simple mise en ligne des formulaires, un nombre croissant de démarches administratives peuvent être accomplies via Internet. Un espace des téléservices publics accessible sur Internet est en place depuis août 2001 sur le site « service-public.fr » et permet aux usagers internautes d'accomplir sans se déplacer tout ou partie de leurs démarches auprès d'une administration. En décembre 2002, ce site recense 194 téléservices proposés aux usagers.

La formation des fonctionnaires à l'outil informatique et à l'Internet s'est matérialisée par le suivi de plusieurs projets parmi lesquels celui des « *campus numériques* ». L'objectif des campus numériques est d'offrir aux agents des services publics des possibilités de formations en ligne. Il s'agit de constituer une offre de « téléformation » dans laquelle les ministères et les organismes publics pourront venir puiser en complément des formations classiques, les agents en formation pourront bénéficier d'outils et de méthodologies liés à leur métier ou à leurs sujets de préoccupation.

Les formations concernant l'ensemble des compétences professionnelles de la fonction publique, notamment la gestion des ressources humaines (organisation du travail, conduite du changement, etc.), le management (gestion de projets, fixation d'objectifs et évaluation, etc.), l'administration électronique (maîtrise de l'utilisation des TIC, sécurité des systèmes d'information, protection des données personnelles, etc.) sont en cours de développement en privilégiant l'utilisation des technologies de l'information et de la communication.

Les fonctionnaires ont été personnellement associés à la promotion des technologies de la communication grâce au projet DEFI mis en place en mars 2003 à l'occasion de la fête de l'internet. Ce *test d'autoévaluation en ligne* construit sur la base d'un référentiel de compétences commun permet aux agents de situer leur capacité à l'utilisation des TIC.

4. La Gestion des Ressources humaines

La modernisation de l'État ne peut se faire sans le concours des fonctionnaires qui sont les principaux acteurs de la réforme. Pour que les changements qu'ils auront à mettre en œuvre répondent le mieux possible aux objectifs fixés, il est nécessaire de faire évoluer l'emploi public tel qu'il existe aujourd'hui dans le sens d'une plus grande souplesse. *Le recrutement et la gestion des carrières* sont les deux axes principaux sur lesquels la France a travaillé pendant cette année 2002.

Diversité des concours tout d'abord. Les modes de recrutement sont dorénavant orientés vers plus de diversité et les épreuves des concours construites autour des savoirs professionnels plutôt que des connaissances purement théoriques. A côté des voies traditionnelles (concours externe après l'obtention d'un diplôme universitaire, concours interne après un certain nombre d'années passées dans la fonction

publique), les ministères ont mis en place et développé le système des « troisièmes concours » ouverts aux personnes ayant une expérience acquise soit dans le secteur privé soit sur le terrain syndical ou associatif. Les épreuves des concours seront professionnalisées pour sélectionner les candidats les plus aptes à assumer les emplois à pourvoir.

Diversité dans les personnes recrutées ensuite. La réforme des modes de recrutement vise à faciliter l'entrée dans la fonction publique de personnes venant de tous les horizons. La modernisation de l'État passe nécessairement par une telle initiative qui répond à l'objectif d'efficacité et de souplesse. L'administration doit pouvoir employer l'ensemble des forces vives du pays et s'enrichir de l'expérience issue des parcours professionnels les plus différents.

Le déroulement des carrières a lui aussi fait l'objet de modifications. La mobilité des fonctionnaires, tant géographique que fonctionnelle, a été favorisée et encouragée par le développement de passerelles entre les différents ministères. Le dispositif de notation a lui aussi connu des modifications en 2002 avec l'entretien d'évaluation rendu obligatoire. La promotion interne continuera d'être favorisée pour permettre une plus grande fluidité et des perspectives plus intéressantes pour les agents en termes d'évolution de carrière.

Le grand chantier mis en œuvre en 2002 reste cependant la réflexion sur l'association des fonctionnaires aux résultats de l'action administrative. La technique de la définition d'objectifs et l'évaluation des résultats est en effet le levier essentiel de la réforme de l'État.

GERMANY

Annex 1

For submission to the Cabinet
by the Federal Ministry of the Interior
18 February 2003

"Promoting Small Business - Creating Employment - Strengthening Civil Society" Key Elements of the Master Plan to Reduce Bureaucracy

1. Goals of the master plan

The state must be streamlined. By reducing unnecessary bureaucratic requirements, we seek to encourage innovation and investment in order to achieve the following goals:

- strengthening civil society,
- reducing burdens on small and medium-sized businesses,
- actively supporting growth and employment,
- consolidating public budgets,
- modernising the federal administration.

The coalition agreement of 16 October 2002 makes several references to the obligation to reduce bureaucracy and excessive regulation, in connection with further, major modernisation of the federal administration ("Master Plan to Reduce Bureaucracy")

2. Tasks of the master plan

The following tasks are part of the master plan:

- abolishing or simplifying existing legal and administrative regulations;
- designing new laws and regulations to be more citizen- and business-friendly while carefully considering the entire regulatory process and its impacts;
- preventing unnecessary bureaucratic burdens from being introduced into new national legislation (in particular with efforts at the European and international levels);
- optimising the structures of agencies and authorities;
- optimising procedures through reorganisation and IT;
- delegating responsibilities to other levels.

In order to quantify the fulfilling of these tasks, specific "bureaucracy reduction goals" are to be set for each individual measure of the master plan. For instance, these can include reducing the number of

conditions or requirements needed for various kinds of authorisation, reducing the number of steps in an administrative procedure, or reducing costs.

3. Components of the master plan

The master plan should be understood as a dynamic process into which new bureaucracy-reduction projects are continually being integrated. Even more than before, it is intended to be a unified, strategic and inter-ministerial blueprint for the entire Federal Government. All projects that were successfully launched and have not yet been completed will be continued under the auspices of the master plan.

The master plan is made up of

- a programme for immediate action in reducing bureaucracy, and
- an overall strategy for the systematic and large-scale reduction of bureaucracy.

a) Immediate action programme

The programme for immediate action in reducing bureaucracy will be implemented directly. It includes the following projects:

- weeding out obsolete federal legislation (Federal Ministry of Justice)
- simplifying official statistics (Federal Ministry of the Interior)
- reducing statistical reporting requirements for business (Federal Ministry of Economics and Labour)
- the e-government initiative BundOnline 2005 (Federal Ministry of the Interior)
- electronic health cards (Federal Ministry of Health and Social Security)
- e-commerce for pharmaceuticals (Federal Ministry of Health and Social Security)
- support for small businesses and start-ups (Federal Ministry of Finance)
- reforming legislation governing the craft industry and trades (Federal Ministry of Economics and Labour)
- raising the turnover limit at which certain accounting rules become mandatory and standardising cash-based accounting (Federal Ministry of Finance)
- streamlining the regulations on awarding contracts (Federal Ministry of Economics and Labour)
- modernising income tax procedures (Federal Ministry of Finance)
- reforming the law on collective agreements for the public service (Federal Ministry of the Interior)
- simplifying the social insurance reporting system for employers (Federal Ministry of Health and Social Security)

b) Overall strategy

In addition to this programme for immediate action, a systematic reduction of bureaucracy is needed which covers all federal ministries. With support from all the ministries, the committee of state secretaries is drafting an overall strategy for reducing bureaucracy in parallel to the programme for immediate action; this strategy will be ready by summer 2003.

Each ministry is therefore required

- to indicate by 1 April 2003 at least three projects in which the goals listed above can be implemented in its areas of responsibility;
- to start an ongoing process of evaluating its existing standards and the operations of the agencies under its supervision with a special eye to reducing bureaucracy;
- to draft new proposals with defined goals in harmony with the overall strategy for reducing bureaucracy;
- to report the results of these evaluations to the steering committee on a regular basis;
- to pay close attention to targets for avoiding bureaucracy in all future planning; and
- to evaluate the structures of its agencies and authorities.

4. Organisation

a) Steering committee

A committee of state secretaries will be charged to serve as the steering committee for the master plan. Permanent committee members will be the state secretaries of the Federal Ministry of the Interior (chair), Federal Ministry of Finance, Federal Ministry of Justice, Federal Ministry of Economics and Labour and the Chancellery chief-of-staff; representatives of other ministries will be called on as their areas of responsibility are affected.

It is the task of the steering committee

- to adopt a strategy, goals and timetable, and to continually update these in the course of constant evaluation and new orientation;
- to monitor adherence to goals and deadlines;
- to make decisions regarding current and new core projects along with other plans, on a regular basis;
- to resolve possible inter-ministerial conflicts with regard to goals; and
- to report annually to the Cabinet on the current status, progress achieved and new measures.

b) Office support (Secretariat)

The work of the steering committee will be supported by an office set up within the Federal Ministry of the Interior.

c) Working groups

The substantive work shall be carried out primarily by working groups to be created in all ministries and chaired by either a state secretary or a director-general.

The working groups shall immediately begin their work. They shall present a work outline with a specific timetable to the committee of state secretaries without delay. Additional working groups may be created at the decision of the steering committee.

5. Cabinet decision on the overall strategy

The overall strategy of the master plan will be presented to the Cabinet before the summer recess.

Timetable

for the Master Plan to Reduce Bureaucracy

26 February 2003	<ul style="list-style-type: none">• Immediate action plan to reduce bureaucracy goes into effect• Secretariat in Federal Ministry of the Interior set up to support the work of the committee of state secretaries and to co-ordinate the bureaucracy-reduction efforts of the federal ministries• Working groups created in all ministries
1 April 2003	<ul style="list-style-type: none">• Deadline for each ministry to indicate three projects to reduce bureaucracy in its area of responsibility• Working groups present initial work outlines
thereafter	First meeting of the committee of state secretaries
1 July 2003	Final version of overall strategy for reducing bureaucracy
23 July 2003	Cabinet decision on overall strategy for reducing bureaucracy
annually, starting 15 March 2004	Committee of state secretaries presents report to Cabinet

Annex 2

For submission to the Cabinet
by the Federal Ministry of the Interior
18 February 2003

Recommended Resolution

1. The Federal Cabinet approves the key points of the Master Plan to Reduce Bureaucracy "Promoting Small Business - Creating Employment - Strengthening Civil Society" as decided in the coalition agreement of 16 October 2002.
2. The Committee of State Secretaries "Master Plan to Reduce Bureaucracy" shall be charged to steer this process. Permanent members of the committee shall be the state secretaries of the Federal Ministry of the Interior (chair), Federal Ministry of Finance, Federal Ministry of Justice, Federal Ministry of Economics and Labour and Chancellery chief-of-staff.
3. The Federal Cabinet requests the committee of state secretaries to report on the current status and progress achieved in this effort as appropriate, but at least once a year, beginning with the presentation of the overall strategy.

Talking Points for the Government Spokesperson

The Federal Cabinet today approved the outline for the Master Plan to Reduce Bureaucracy, "Promoting Small Business - Creating Employment - Strengthening Civil Society".

In doing so, the Federal Government has set the course for the comprehensive reduction of bureaucracy in Germany.

One part of this strategic and all-encompassing approach is a programme for immediate action, to be implemented without delay. This programme includes the following core projects:

- weeding out obsolete federal legislation (Federal Ministry of Justice)
- simplifying official statistics (Federal Ministry of the Interior)
- reducing statistical reporting requirements for business (Federal Ministry of Economics and Labour)
- the e-government initiative BundOnline 2005 (Federal Ministry of the Interior)
- the electronic health card (Federal Ministry of Health and Social Security)
- e-commerce for pharmaceuticals (Federal Ministry of Health and Social Security)
- support for small businesses and start-ups (Federal Ministry of Finance)
- reforming legislation governing the craft industry and trades (Federal Ministry of Economics and Labour)
- raising the turnover limit at which certain accounting rules become mandatory and standardising cash-based accounting (Federal Ministry of Finance)
- streamlining the law on awarding contracts (Federal Ministry of Economics and Labour)
- modernising income tax procedures (Federal Ministry of Finance)
- reforming the law on collective agreements for the public service (Federal Ministry of the Interior)

- simplifying the social insurance reporting system for employers (Federal Ministry of Health and Social Security)

By July 2003, this programme will be supplemented by additional projects and a detailed outline for the comprehensive overall strategy to reduce bureaucracy.

Cutting red tape is needed in order to encourage innovation and investment. In this way, the Master Plan to Reduce Bureaucracy supports the Federal Government's goals of

- strengthening civil society,
- reducing burdens on small and medium-sized businesses,
- actively supporting growth and employment,
- consolidating public budgets,
- modernising the federal administration.

To ensure the effective implementation of the master plan, a committee of state secretaries will be formed to approve the strategy and the individual goals, to oversee implementation, and to report regularly to the Federal Cabinet on progress achieved.

HUNGARY

Customer service

One of the key considerations of the modernisation of public administration is to bring certain administrative services closer to customers and to make access to them faster and simpler. To this end, the Ministry of Interior, primarily to facilitate administrative proceedings relating to official documents, establishes administrative locations to places where citizens go in large numbers on a frequent basis, for instance, in shopping centres. Providing administration facilities at such locations may result in an effective form of co-operation between the public and private sectors. Citizens welcome the possibility to immediately discharge of their urgent administrative tasks while doing their shopping, without having to visit the relevant authority in person. At the same time shopping centres may also profit from the attraction of the extraordinary administrative facilities as shoppers may prefer establishments where they can combine their shopping with the administration relating to their official documents, even outside office hours.

As a step towards citizen friendly, high quality document administration, at the end of January 2003 a field document office was established, on a pilot basis for the time being, in one of the popular shopping centres in Budapest (*Pólus Center*).

Quality management in local governments

In the future the Interior Ministry intends to continue assisting local governments with their tasks relating to quality development and quality management. As the first step, it provides an opportunity to all those local governments that have attained results in quality development, organisational and operational modernisation which can be utilised elsewhere, to share these with the public in the form of brief summaries in the database accessible through the homepage of the Ministry of Interior. The aim of this measure is to concentrate development and modernisation ideas and experiences currently scattered in diverse locations in a common point of information accessible to the general public. The name of the database also expresses this desire: Public Innovation Hub (Hungarian acronym: KINCS, meaning 'treasure'). The summaries will be accessible to any local government or state administration body, therefore they can utilise in their own work the experiences and achievements of other local governments.

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The 'IDEA' PROGRAMME

The Government has set the objective of designing a comprehensive reform and development programme of public administration. The Interior Ministry, in order to devise the theoretical and professional framework of the reform, has launched the IDEA programme. Under the auspices of the programme, the conceptual elements to stand in the focus of the reform have been identified: the maintenance of the independence of local governments, the revision of economic and financing rules to

protect independence, the elaboration of the new role of micro-regions, towns and regions as well as the promotion of a regional approach.

Stability and equilibrium in modern societies are rooted in the balance of the various factors of power; this is why the Government's programme gives priority to the reasonable dismantling of central power and the consistent execution of the decentralisation process. This will make the state more efficient and stronger as it can concentrate on the real important goals of society, the promotion of service provision. The appropriate division of labour between the various levels is highly important in modern public administration, particularly in the field of local governments. In line with this requirement, territorial governments must be set up on the regional level, integrating public service and regional development functions.

The reform of the level of micro-regions is closely linked with the overall reform of the local government system; the focus of this process, in addition to the examination of the new role of regions, is on the development and reform of the complex role of micro-regions. The fragmented nature of the present settlement structure and its reluctance to co-operate renders it increasingly incapable of performing high quality local government service, organisation and administration functions. It is a pressing task to develop the micro-regions, a partly market-based, bottom-up system supported by the central administration, which increasingly takes into consideration the capabilities of the region. The macro-processes of regional development presume and require the representation of micro-regional objectives as well.

In the course of the design of communities which belong together in spatial terms as well (agglomerations, micro-regions), the primary consideration is to reflect regular, day-to-day labour, transportation, supply, planning, human service and other relations. The essence of the institutionalised system of micro-regions is to be linked with the day-to-day life of the population, particularly to the use of essential public services.

As regards the reform of the regional institutional system it is safe to say that the Hungarian public administration system needs a regional government level. Furthermore, it is expedient to take into consideration the operational and organisational modernisation possibilities in the framework of which recommendations must be worked out, both in the field of state administration and local governmental administration, for the creation of the institutional and framework and system of instruments of central, regional and local public administration.

The specific steps of the reform will be worked out by three working groups – for micro-regions, regions and financial management and funding – established within the framework of the IDEA programme last autumn.

www.b-m.hu/idea

IRELAND

E-Government

The Government published its Second Action Plan for the Information Society called “New Connections” in March 2002. It is supported by a centrally administered Information Society Fund. All action points are regularly monitored and update reports are published every quarter. The primary policies include:

Telecommunications

The widespread availability of open-access, affordable always-on broadband infrastructure and services throughout the State within 3 years on the basis of utilisation of a range of existing technologies and broadband speeds appropriate to specific categories of service and customers.

Legal & Regulatory Environment

Co-ordination across Government to ensure consistency and coherence in the legal and regulatory environment, timely introduction of new measures where required and care to avoid unnecessary complexity and barriers to the development of the Information Society.

eGovernment

In terms of service delivery and taking into account resulting business impact and value for investment in terms of efficiencies and effectiveness, the on-line availability through a single point of contact of all public services capable of electronic delivery by 2005. In so doing, the concentration will be on the delivery of integrated services through multiple channels including intermediated ones. As a first step, a facility known as the "ReachServices Portal" was made available in April 2002. This service provides a single point of contact for personal users of public services and facilities to:

- Obtain citizen and business oriented information on public services;
- Register as an authenticated "personal" user of on-line public services based on a unique service identifier, “the Personal Public Services Number”;
- Make applications for and avail of a range of public services on-line; and
- Make payments for services on-line using debit and credit cards.

Further development of the Public Services Broker is scheduled for 2003 and 2004.

In terms of public service modernisation, initiatives will be progressed to streamline background processes, facilitate cross-organisational collaboration and derive maximum benefit and value from substantial ICT investments. Examples include the ongoing development of an eCabinet system to e-enable the business of Government.

eBusiness

Optimal engagement by indigenous firms with high-level on-line approaches and the ongoing promotion of Ireland as a centre for eBusiness content services and applications, including their research and development production.

Research & Development

Allocation of significant funding to support in-company R&D, the enhancement of technology usage in balanced regional development, the preparation of opportunities through the establishment of Science Foundation Ireland and the enhancement of third level institutions for high quality research.

Lifelong Learning

Integration of ICT at all levels of the learning environment, prioritising the skills need of a knowledge economy and putting in place a strategic framework on the basis of the work of the Task Force on Lifelong Learning.

eInclusion

Positioning the development of the Information Society in the context of wider social inclusion objectives, matching needs with technology development, and implementing measures that build capacity and promote participation by late adopters.

This Action Plan, update reports, associated reports on the Knowledge Society and Legal Frameworks are available on www.taoiseach.gov.ie under Policy Areas >> Information Society Policy >> Publication and Links.

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Information Society Fund.

The Information Society Fund was introduced in 2000 as a dedicated resource supporting the Government's first Action Plan for the Information Society over the period 2000 to 2002. The Fund is being continued in 2003 to support the implementation of the new Action Plan "New Connections", approved by Government in March 2003.

"New Connections" focuses on initiatives in the areas of Electronic Government, Electronic Commerce, Lifelong Learning, eInclusion and, to date, a total of 195 projects have been approved under the fund at an overall cost of €120m.

Major projects in the area of Electronic Government being supported under the fund include:

- The Revenue Online Service (ROS) facilitating tax returns over the Internet;
- eRecruitment – Online applications for Public Service posts;
- eCabinet – supporting the Government process;

- 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;
- On-line driving test application;
- On-line driving licence and motor tax renewal (under development);
- Land Registry’s online search service for property folios.

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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 decision-making about the allocation of resources; better management of resources once allocated; and greater transparency in and accountability for the use of resources.

MIF is an essential part of the Strategic Management Initiative. Briefly, it aims at ensuring that Government Departments and Offices have information systems in place that give them fuller information on the resources (not just money, but also staff, assets etc.) they use and that also enable them to focus more closely on the outcomes they achieve with these resources and to account better for how they use them. The objective is to bring about better outcomes for the public from the use of State resources by

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

The improved systems should also streamline and make more efficient the processing of payments and accounts.

Progress on MIF

Since the Government decision, considerable work has been done to move the MIF agenda forward and plan for and prepare to install the necessary systems.

- Centrally, the Department of Finance set up a **MIF Central Unit** to coordinate the MIF preparations among Departments and ensure that the necessary technical work (as regards accounts etc.) is produced in time.

- A high-level **Consultative Committee**, representative of all Departments and chaired by the Department of Finance, oversees the progress of the MIF project and reports to a Financial Management Sub-Group of the SMI Implementation Group of Secretaries General.

- A **Project Management Group**, comprised of all Departments’ project managers, manages the implementation of the project on the practical level.

- The necessary cross-Departmental technical work is carried out by ad-hoc working groups.

MIF phases

The MIF project covers 29 Departments and Offices. The Project Plan set out three broad phases for the work of implementing the MIF in each Department.

- Phase 1 Identification of Management Information Requirements
- Phase 2 Specification and Selection of Systems
- *Phase 3 System Installation*

The Government set a deadline of 31st December 2004 for the acquisition and installation of MIF-compliant systems, although most of the 29 Departments and Offices have specified installation dates well in advance of the deadline.

Systematic Monitoring of MIF Project;

The Government has approved arrangements for the regular reporting of progress on MIF implementation.

Each Department/Office must now report every two months to their own Management Advisory Committee (MAC), outlining progress to date on MIF implementation and confirming that all target dates are met. A summary progress report is then endorsed by the relevant MAC and submitted to the MIF Central Unit in the Department of Finance.

In addition, the MIF Central Unit is required to compile a brief Memorandum to Government every six months covering progress on MIF in each Department and Office.

Next Steps in the MIF Project - Training; Performance Indicators; Communications

To achieve these objectives, which are at the heart of the Strategic Management Initiative, not only must the systems be installed - and the relevant staff trained to use them - but other aspects must also be put in place. All staff will be informed about the MIF project. Performance indicators will be constructed relevant to the operations of each Department/Office. The civil service culture will be widened from its usual current focus on accounting for cash inputs to one which takes account of all inputs and also focuses much more on what outputs and outcomes are achieved with these inputs. And a process will be put in place of communicating about the MIF project to stakeholders generally - i.e. not only to the civil service, Ministers and the Government but also to stakeholders like the Public Accounts Committee, other Oireachtas (Irish Parliament) Committees and the Oireachtas generally, the public and the media.

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Gender Equality in the Irish Civil Service

In 1996, the second report to the Government of the Coordinating Group of Secretaries *Delivering Better Government - A Programme of Change for the Irish Civil Service* noted that while the civil service had been to the forefront in developing and implementing policies to achieve greater equality of opportunity, nevertheless women employees remained concentrated at lower levels. In view of the need to redress the imbalance, *Delivering Better Government* recommended that appropriate strategies be put in place. It was in this context that research was commissioned on the under representation of women in the grades at and above HEO level. The report *Gender Equality in the Civil Service*, published in 1999, is the outcome of this research.

The main research findings, together with a package of measures based on the recommendations in the report, were endorsed by the Government. A high level Management Group developed a new *Gender Equality Policy for the Civil Service* and, following consultations with the Civil Service Staff Unions, the new policy was formally launched in September, 2001.

The new policy forms part of an integrated human resource strategy for the Civil Service and applies to all staff. 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.

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.

Under the policy, responsibility for the effective implementation of the gender equality lies with the Heads of Departments, supported by their senior management teams. The achievement of equality goals and objectives will be reported on through the existing mechanisms for reporting progress on Strategy Statements.

A particular focus of the new policy is to address the serious under representation of women at senior management levels. In order to tackle this imbalance, the Government set a target for the key Assistant Principal grade with the aim of increasing the number of women in the pool of potential candidates available for promotion to the more senior levels. Under the Government target, Departments must work to ensure that, by 2005, 33% of Assistant Principal posts are filled by women.

The Equality Unit in the Department of Finance is responsible for the implementation and monitoring of the policy and for promoting best practice in gender equality across the civil service.

During 2002 the Equality Unit held a series of meetings with Government Departments and Offices on the policy. The aim was to identify and build on existing best practice and to exchange ideas on how best to implement the policy, with particular emphasis on the need to tackle the imbalance at the higher management levels. Following further contacts with Departments and Offices during the year, the Unit is finalising a report which summarises initiatives being taken by Departments and makes proposals about what more could be done. The report will be circulated to all Departments shortly.

These discussions have shown that Departments are implementing the policy effectively and are addressing issues across a broad range of human resource management areas. As part of their strategic planning, Departments have drawn up equality objectives and goals and have introduced a variety of initiatives to support these objectives. Progress is also being made on the Government's target for women

in Assistant Principal posts: in June 2000, the percentage was 27%; figures from March 2002 show that women fill 30% of these posts.

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Civil Service Modernisation Programme – Independent Evaluation

The origins of the current modernisation programme in 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) was launched and it provided a framework for the modernisation programme which was built around the following six organisational themes:

- Openness, Transparency and Accountability,
- Quality Customer Service,
- Regulatory Reform,
- Human Resource Management,
- Financial Management,
- Information Systems Management.

In March, 2002, an independent Evaluation of the modernisation programme was completed by PA Consulting Group following an extensive consultation process which included interviews with the Taoiseach (Prime Minister) and 9 other Ministers, senior management in the Civil Service and a range of other stakeholders including political leaders, trade union representatives, other public sector organisations and customers. The Evaluation was also informed by the results of a survey questionnaire which was sent to all 30,000 (approx) civil servants in the country. The Steering Group overseeing the project was assisted by Mr Alex Matheson of the OECD.

Among the main findings of the Evaluation were that:

the Civil Service is better managed and more effective than it was a decade ago,

- while the Civil Service would have experienced development over that period in any event the modernisation programme was the critical driver of change,
- more progress has been achieved on the outward-facing themes (in particular Quality Customer Service and Openness, Transparency and Accountability) than on the inward-facing components of HRM, Financial Management, Information Systems Management,
- the implementation of the modernisation programme is not yet complete but its fundamental design and intention remains valid,
- the next phase of Civil Service modernisation needs to articulate a new vision which reflects the changing external environment and the new challenges which will face the Civil Service in the future.

In response to the Evaluation, the Government asked the Implementation Group of Secretaries General, which is the Group of Secretaries General and Heads of Office responsible for implementing

the modernisation programme, to oversee the development of a *new Vision, Strategy and Action Plan* for the Civil Service to 2007.

Modernisation Agenda in new Social Partnership Agreement “*Sustaining Progress*”

Negotiations have recently concluded in relation to the latest national social partnership agreement entitled “*Sustaining Progress*” which is expected to be formally ratified by the end of March, 2003. *Sustaining Progress* provides for the implementation of a range of initiatives, many of which were recommended in the PA Evaluation, to ensure the continuation of the modernisation programme in the Civil Service and the wider public sector.

Under the terms of *Sustaining Progress* part of the salary increases provided for public servants from January, 2004, to June, 2005, have been made dependent on co-operation with flexibility and ongoing change and implementation of the modernisation agenda provided for in the agreement. In relation to the Civil Service this includes the following specific provisions:

- revised recruitment procedures to enable Departments to recruit directly from the labour market as opposed to through the current centralised system. It is envisaged that this will enable Departments to have improved access to staff with the necessary skills 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 of civil servants 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.

It is important to note that the increases will not be paid automatically and are conditional on the delivery of the agreed modernisation programme outlined above. A Performance Verification Process is also provided for in the agreement to verify delivery of the modernisation agenda before salary increases are paid.

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

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Better Regulation in Ireland

The original impetus for regulatory reform in Ireland was “**reducing red tape**” as part of a Public Service modernisation programme. This introduced the basic elements of impact assessment as well as some consolidation and simplification of existing regulations and procedures. Separately, reforms in particular markets such as telecommunications and some energy markets are taking place. These arise both as part of EU liberalisation measures but also as part of ongoing national competitiveness reviews of specific markets e.g. reviews of possible barriers to competition in certain professional services.

The report, “*Regulatory Reform in Ireland*”, (OECD, Paris, April 2001) marked the completion of a peer review by the OECD’s Regulatory Reform Working Party. The impact of the report has been significant. By gathering all strands of regulatory management together, it has widened the focus of the Better Regulation agenda and provided a greater impetus for reform.

A **High Level Group on Regulation** has been established comprised of senior representatives from key government departments, independent sectoral regulators, the competition authority and consumer affairs office. The Group is overseeing implementation of the overall better regulation agenda, including development of a model of *regulatory impact analysis* and monitoring progress in particular markets/sectors highlighted by the OECD in its report, where some progress has been made e.g. the taxi and pharmacy markets.

During 2002, the Prime Minister’s Department undertook a major public consultation on foot of a published document, “*Towards Better Regulation*” [see www.betterregulation.ie]. The structure of the consultation document was designed to reflect the important role which regulation plays in three key areas:

- The performance of the economy and consumer welfare
- The quality of governance, and
- The efficiency and effectiveness of the Public Service

Ninety submissions were received from a variety of individuals, businesses, representative groups, social partners and community interests. A report on the submissions received was also published at the end of 2002 (“*Report on submissions received*” - see www.betterregulation.ie). The issues raised in the consultation process will inform the next stage of the process, which is intended to lead to a National Policy Statement on Regulation and Regulatory Management, probably in the form a **Government White Paper**. The intention is to set down, for the first time in Ireland’s case, a set of core principles around:

- what gets regulated in the economy and in society,
- why certain certain economic and social activities are regulated
- what alternatives should be considered and in what circumstances, and
- when regulations *are* the preferred option, how best to enact and enforce them.

The main priorities for 2003 are, therefore, production of an overarching policy statement / **Government White Paper on Better Regulation** and implementation of a suitable model of **Regulatory Impact Analysis**.

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Quality Customer Service

The continuous improvement of customer service was specifically addressed in *Delivering Better Government* (1996), and a Working Group was set up in that year to draw up proposals for this area. In 1997, the **Quality Customer Service (QCS) Initiative** was launched, setting out a series of nine Principles for dealing with the public, and asked Departments and Offices to draw up two year Customer Action Plans for the period 1997-99, based on these Principles these were later expanded to 12 principles in 2000. At that stage Departments were also asked to produce new Customer Action Plans for the period 2001-2004.

To support Departments in preparing their CAPs, a *'Practical Guide'* was produced by the Working Group. As well as discussing the importance of QCS and the new Principles, the Guide emphasised a number of key themes which Departments should address in drawing up and implementing their Plans:

- Internal and external consultation
- The potential of e-Government and IT
- Service integration and cross-departmental issues
- The need to set performance indicators, and to evaluate progress

Recent developments include:

- The Working Group commissioned an evaluation of the Customer Action Plans 2001-2004, which has examined issues such as the extent to which the Principles have been addressed; targets and indicators in the Plans, and how they will be assessed; examples of best practice; and evidence of embedding the Plans in Departmental Strategy Statements and Annual Reports. The evaluation was published in April, 2002.
- The setting up of a QCS Research Subgroup in September 2002 to develop and oversee research projects in support of the wider QCS agenda. In November 2002, the Subgroup commissioned a survey by Lansdowne Market Research of satisfaction among the general public and business community, with the level of service received from the Civil Service. The results were published in January 2003.
- In December 2002 the Taoiseach at the 'Quality Customer Service Next Steps Conference' asked each Department and Office to draw up and commit to a charter of service standards for customers that will be deliverable and measurable, in order to establish a benchmark for future improvements to service standards. The production of charters bring a new more objective approach to customer service and will involve a four stage quality cycle:
 - Consultation with customers on service design and delivery;
 - Commitment to specific service standards;
 - Evaluation of progress in achieving these standards; and
 - Reporting on progress in Annual Reports and other publications aimed at informing customers of the achievement or otherwise of standards committed to.

Guidelines to assist Departments/Offices in the preparation of Customer Charters are currently being prepared.

- The publication, with the Equality Authority, of a *'Support Pack on the Equality/Diversity Aspect of QCS'*, to support Departments in addressing the implications of the Equal Status Act. The Group's work is ongoing and they are currently working on an insert dealing with Equality/Diversity training, which will complement the Support Pack.

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JAPAN

Enforcement of the law which enables ‘online government’

The Law Concerning the use of Information and Telecommunications Technology on Administrative Procedures (Law No.151 of 2002, hereinafter called ‘the Law’) passed the National Diet in December 2002 and came into effect on February 3, 2003.

The Japanese government set a goal in the "e-Japan Strategy" in January 2000; to make Japan the world's most advanced IT nation by 2005.

To achieve this goal, the government set a sub-target in the " e-Japan Priority Policy Program - 2002" in June 2002; to realize e-governments, national and local, which give electronic information the same status as written information by the 2003 fiscal year.

The Law was enacted to meet this target. It is an epoch-making one which enables basically all transactions between people and governments, such as applications and notifications, done online as well as on document basis. The Law is applicable to all the statutes including administrative regulations; therefore the transactions based on them can be processed on-line without revising individual provisions.

‘E-governments’ will be established when national and local governments develop necessary computer systems. People and companies will experience the great conveniences the e-governments bring when their business with the governments are transacted without time and geographical restrictions.

Not only bringing about e-Governments, the Law also leads to simple and efficient administration through internal review on government business.

Policy Evaluation System

Since April 1, 2002, based on the Government Policy Evaluations Act and the “Basic Guidelines for Policy Evaluation”, each administrative organization has prepared its mid-term basic plan and annual implementation plan, and conducted its own policy evaluations. Then, almost all of the organizations prepared and published their evaluation reports.

The Ministry of Public Management, Home Affairs, Posts and Telecommunications (MPHPT) prepared a report on the progress of policy evaluations based on the “Standard Guidelines for Policy Evaluation” in December 2002. MPHPT is now preparing a report to the Diet on the progress of policy evaluations and how the results of such evaluations have been reflected in policy planning and development.

MPHPT, which is responsible for complementing self-evaluations by Ministries, also conducts evaluations to ensure uniformity and comprehensiveness of Government policies. In January 2003, MPHPT has made and publicized evaluation reports on “Foreign Access Zone Program” and “Recycling Promotion Program for Containers and Packaging”.

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.

Regulatory Reform

The Regulatory Reform Committee was abolished on April 1, 2001, and on the same date, a deliberative organ addressing further regulation reform, the Council for Regulatory Reform, was established under the Cabinet Office. Council for Regulatory Reform produced "Interim Report" (July 24, 2001) which describes the basic lines in the field of the 6 priority sectors such as Medical Care, Social Welfare and Childcare, Labor, Education, Environment and Urban Revitalization.

The council, having further discussed after finalizing "Interim Report", produced "First Report Regarding Promotion of Regulatory Reform", which was reported to the Prime Minister. The report refers to not only 6 priority sectors but also some other sectors related to economic regulations.

Furthermore, revision of the "Three-Year Programme for Promoting Regulatory Reform" is now in progress, taking the First Report into account to the maximum extent. As a result of this, the government would have finally decided the revised programme by the end of March 2002. Council for Regulatory Reform produced "Interim Report" on July 23, 2002, which adopted "Revitalization of the Economy" as the basic line and described regulatory reform measures based of 5 cross-sectoral themes including "the Special Zone"..

After having finalized the "Interim Report", the Council continued consideration and produced the "Second Report Regarding Promotion of Regulatory Reform", which was reported to the Prime Minister. The report refers to not only 5 cross-sectoral themes, but also some other themes regarding the reform measure in each specific socio-economic.

In addition, further revision of the "Three-Year-Programme for Promoting Regulatory Reform" is now in progress, taking the Second Report into account to the maximum extent. As a result of this, the government will have finally set the further-revised program by the end of March 2003.

Still more, the council decided "the Action Plan for Promoting Regulatory Reform" in February 2003 in order to further promote regulatory reform on the important issues that necessitate intensive and thorough consideration. The Council is planning to discuss these issues and produce the report by this June. In doing this, the Council will be cooperating with the Council for Economic and Fiscal Policy.

Re-employment of Aged Personnel

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

According to this recommendation, the NPSL was revised in July 1999 to introduce the system of the re-employment of officials in their early sixties as April 1, 2001. It has been utilized since April 1, 2002, when the gap between the compulsory retirement age and the start of receiving a public pension was raised.

In the revised law, capable retired government employees who desire to continue to be employed after the fixed retirement age (the current fixed retirement age of 60 is sustained) may be re-employed until they

are 65. The new re-employment system provides them with full-time or part-time (16 to 32 hours per week) work. The remuneration for these employees is determined based on a recommendation by the NPA.

The enlargement of the recruitment and the promotion of female national public officers

On May 21, 2001, the National Personnel Authority offered “Guidelines concerning the enlargement of the recruitment and the promotion of female national public officers” to each Ministry. In response to the Guidelines, on June 5, 2001, Headquarters for the Promotion of Gender Equality, composed of Prime Minister as the President and All Cabinet Ministers, decided that the whole government would comprehensively promote the matter to carry out the Guidelines. By the end of the year, each Ministry found and analyzed the current situation of recruitment and promotion of female officers, as well as formulated a “Plan for the enlargement of the recruitment and the promotion of female national public officers” which shows the target toward FY 2005, concrete measures to achieve the target, and have been advancing measures for the Plan.

Realization of “the e-Government

The IT Strategic Headquarters reviewed, “e-Japan Priority Policy Program” and formulated a new plan, “e-Japan Priority Policy Program – 2002” in June 2002 in order to achieve a goal; to make Japan the world’s most advanced IT nation. The summary of the new program is available at the following address:

http://www.kantei.go.jp/foreign/policy/it/0618summary/01_e.html

“Realizing the e-Government and application of IT in other public areas” is one of the five policy priorities in this program. One of the main targets in this area is realizing the government that gives the same status to electronic information as manual information. To achieve this target, the legal framework concerned should be reviewed. Most laws and regulations stipulate that applications, notifications and other procedures should be done by written forms. As these provisions can be obstacles in making government procedures on-line, the law that declares principally all procedures can be made electronically came into effect on February 3, 2003.

Through these measures, the government continues to make every effort to realize the e-Government where electronic information is given the same status as manual information.

KOREA

Korea's E-Government Project: Success factors and its Future

Implementation of e-government is widely recognized as one of the central themes in raising national competitiveness in the 21st century. The Korean government established Special Committee on e-Government (SCEG) directly under the President to implement the e-government project in early 2001 and also set out 11 major e-Government initiatives in G2C, G2G and infrastructure areas in May of the same year. By November 2002, these initiatives have been completed successfully and the foundation for e-government has been laid down. The implementation of e-government now allows swift and convenient public service delivery to citizens and corporates alike any time, any where. Moreover, the government's ability to make scientific and rational policy decisions has been enhanced because flow of human and other resources can be tracked in real time, made possible by digitalization of administrative processes in human resources, fiscal, and document management.

The first factor of such success in implementation of the 11 major initiatives is the interest and active support from the President for the e-government project. At every opportunity, the President emphasized the importance of the e-government project and received progress report almost every week. Such interest greatly facilitated coordination between different ministries.

The second factor can be attributed to efforts and dedication of public servants and civilian committee members of the SCEG and related ministries. In particular, each of the civilian committee members of the SCEG took responsibility for 2 or more agenda items, concentrating and checking on their progress. In less than 2 year period, 50 working level meetings of director-generals, 8 committee board meetings of vice ministers and many more meetings and discussions for each agenda (which cumulated in the successful implementation of the 11 major initiatives) would not have been possible without the selfless support from the civilian committee members of the SCEG.

The third factor was the strong support from the National Assembly in the form of legislation and ample funding for the e-government project.

In the future, the e-government project will focus on raising the quality of public service delivery and foster more real-life use of e-government services. Furthermore, agenda and projects for comprehensive seamless public service delivery by establishing the "One-Government" will be continuously sought out ("One-Government" is a government that delivers seamless public services to the citizens by providing administrative processing without pause between ministries, central and local governments, and other public entities.)

Related information across public organizations will be systematically consolidated and classified. Swift and accurate dissemination of information will also promote and enhance responsibility and transparency of the government as well as lead to more citizen participation in the policy making process.

In order to provide seamless public services, compatibility between different e-government systems will be secured by standardization, and information infrastructure of e-government will be further developed. Integrated resource management system for realizing e-government will also be established.

Adverse side-effects expected by e-government will be minimized. Legal, systemic and technical means such as laws on privacy and use of certified electronic signatures will be further enhanced to secure stability and credibility of electronic public service delivery.

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NEW ZEALAND

This fact sheet focuses on continuing work in three new developments in public management in the New Zealand State sector at the moment:

1. Public Management Bill
2. Public Sector Innovation
3. Online authentication.

Public Management Bill

Having led the public management reform charge a decade and half ago, New Zealand has recently undertaken a major review of its public management system (see PUMA factsheet for New Zealand, March 2002). While the foundation is sound, we are now moving into a new phase of public management, and starting to do some of the “harder yards”.

In a more demanding, rapidly changing world, the Public Service needs to get closer to citizens and the community, to understand their needs more, and to focus more on achieving results – i.e., better social, economic and environmental outcomes for individual citizens and for communities. The aim is to change the Public Service so it is:

- More focused on getting results,
- Working more with citizens and communities to do its business,
- Working together better, through better cooperation, collaboration, learning and, where appropriate, integration of processes and structures, and
- Run by people at all levels that are better trained, supported, and fit for the more complex challenges we face, more innovative, and with common and strong ethical standards.

All of this is flowing into legislative changes with the introduction of the Public Management Bill in August 2003. The Bill has four key components:

- Highlighting the work on developing future leaders by amending the existing State Sector Act to replace mention of the SES (see <http://www.ssc.govt.nz/display/document.asp?NavID=105&DocID=2975>);
- Maintaining high values and standards (by extending the mandate of the State Services Commissioner beyond the Public Service to the wider State sector) (<http://www.ssc.govt.nz/display/document.asp?NavID=105&DocID=2974>);
- Working better together by strengthening the horizontal and vertical relationships with agencies in the broader State sector (Crown entity reforms) (<http://www.ssc.govt.nz/display/document.asp?NavID=105&DocID=2761>);
- Streamlining various fiscal decision-making initiatives and providing for better reporting by departments on their medium term intentions and non-financial aspects of their performance

by amending the Public Finance Act
(<http://www.ssc.govt.nz/display/document.asp?NavID=105&DocID=2762>);

The Bill is an important milestone in the evolution of public management in New Zealand. Just as over a decade ago New Zealand moved from a process/compliance focus to greater emphasis on efficiency and effectiveness, the new legislation marks the move to a more collaborative, citizen- and results-focused public management system. The Bill is expected to be enacted in mid-2004.

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Public Service Innovation

The environment in which both the Public Service and the private sector do their work is increasingly characterised by complexity, volatility and fluidity. While both sectors need to face this challenge square on, there are more constraints on the Public Service for which it needs to be innovative and to look for novel ways of getting things done. One key stream of work under the *Review of the Centre* in New Zealand has been looking at the nature of innovation in the Public Service and on how it can be fostered. A central agency group consisting of members from the Department of Prime Minister & Cabinet, the Treasury, and the State Services Commission has for over a year now been looking at this issue.

The group has reviewed the meaning and attributes of innovation, and the resultant hypotheses and assumptions are being tested in several forums and workshops of expert groups. Several cases of innovations across the departments of the Public Service have been studied and the case studies confirmed that:

- There are no “magic bullets” for innovation and that innovation results from hard work on a number of fronts.
- More often than not, innovation results from management good practice – no more, no less.
- Success factors for innovative cases are often situation-specific, that is, what facilitates innovation in one situation is not the same in another.

Furthermore, four clear themes have emerged from our work on the innovative case studies:

- Forward looking, opportunistic, outward-looking engagement with diverse stakeholders to help understand needs, shape agendas, and improve responsiveness. This is the source of the innovation and its diffusion and typically requires a mindshift.
- Organisational leadership that embraces the need for innovation, and demonstrates commitment through its actions, and its alignment with the leadership of specific innovation(s).
- The importance of securing a mandate for change and innovation with key stakeholders, and as necessary refreshing that mandate as specific projects are implemented.
- Implementation processes that are fit-for-purpose, with appropriate performance dimensions for the initiative and its risks.

In the next stage of the work, some of the assumptions and hypotheses that have emerged from the case studies as well as from experiences of other countries will be tested by way of a Public Service-wide survey and through several forums and workshops.

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Online Authentication

To deliver services online, government agencies need a way of ensuring that these services are going to the right person. Electronically verifying that people are who they say they are and providing protection for their privacy will achieve this. This is what is known as online authentication. The E-government Unit in the State Services Commission recently found that about one-third of the services currently available through the new government portal require some kind of authentication. For example, to register a birth or get a replacement driver's license, an individual needs to prove his/her identity.

Not all services that require authentication are currently available online but it is highly likely that more services from more government agencies will become available over the Internet in the next few years. Most online government services can be accessed without any kind of authentication, including getting access to a vast amount of information that is freely available online (such as health and safety information or the opening hours of the local public library).

Currently, there is a piecemeal approach to both standards and levels of authentication across government services. Establishing a whole-of-government approach to electronic authentication will serve the needs better by facilitating public access to, and enhance confidence in, e-government services. Accordingly, Cabinet agreed to a policy framework in April 2002 to ensure that the authentication of individuals by government services is carried out consistently by agencies.

The policy is being implemented in two stages. In the first stage, already complete, we undertook the following: a risk analysis of transactions, a review of the political and international climate and changes in technology, development of a business case that identifies costs and benefits, development of an opt-in solution, that includes a review of public opinion on a range of conceptual models (see www.e-government.govt.nz/authentication), and consideration of required standards and security framework.

Stakeholder feedback has emphasised several points, including:

- The authentication process should facilitate access to online services by being simple, secure, consistent and reliable,
- The solution should be enduring and build confidence and trust,
- The person's needs should be considered above government convenience,
- It would be sensible to adopt a graduated approach to authentication built on an agreed framework for identifying levels of risk involved in transactions, and
- The public does not want government agencies sharing personal information without authorisation by the individual concerned.

The next phase of work will be the detailed design including development of standards, consideration of the policy and technical requirements, and a detailed privacy impact assessment. The proposed solution or

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solution(s) will be presented to Cabinet in mid-2003 and depending upon the option selected, implementation could commence as early as January 2004.

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NORWAY

E-dialog - electronic dialogue facilitates the general public's access to public sector information.

About norge.no

This service is established by www.norge.no. The norge.no web site has been established by the central government authorities and the Board of the Norwegian Association of Local and Regional Authorities in order to provide a joint access point to all Norwegian public sector information on the web. The service is designed for use by the general public and government officials at all levels.

Introduction

Previously, Internet users were not offered personal guidance online from the public sector. They had to rely on themselves in the search for public sector information on the web. Today, Internet users sometimes find the required information, but frequently they have to settle for an e-mail address or a phone number to a public office that might be of assistance. However, even contact information may occasionally be difficult to find on the Internet. In January 2002, no public offices offered so called "instant messaging" to the visitors of their web sites. norge.no wished to improve the service and support offered to the Internet users by making human resources available online through instant messaging, or e-dialog. E-dialog implies direct personal dialogue between norge.no's customer consultants and the visitors of norge.no. Currently norge.no serve the public through e-dialog as well as telephone and e-mail.

The users of e-dialog

The users of e-dialog initiate an electronic dialogue with norge.no by clicking either of the several contact points on norge.no. If a visitor seeks information i.e. regarding the Norwegian educational system, but has difficulties finding information, s/he may click one of the contact points and log in by typing an e-mail address. Within few seconds, contact is established with a customer consultant who will be of assistance in navigating the net. The customer consultant will be able to obtain relevant information from public sector web sites, and send them as links to the user. The consultant may also open the web sites on the users computer screen by sending them as pop-ups. The advantage with this system compared to e-mail is that the user receives help immediately.

Operating e-dialog

E-dialog enables each customer consultant to hold several dialogues simultaneously. The practice varies, some consultants carry on from 2 – 4 dialogues at the same time, whereas others serve one user at the time, sending standard messages to those waiting in order to let them know they will be helped as soon as there is a consultant available. The consultants frequently provide answers containing phone numbers and e-mail addresses to public offices, as well as relevant public sector web sites.

Experiences

Our experiences so far suggest that technical solutions such as e-dialog enable norge.no to reach target groups that would otherwise find public sector information less accessible.

We are pleased to note that feedback from Internet users with speech and hearing impairment reveal that they find this device especially useful. However, it is fair to assume that most sections of the population also will be more inclined to contact the public sector via electronic channels in the future.

Development

The Minister of Labour and Government Administration, Mr. Victor Norman, notes as follows:

“It should not be necessary for users of public sector services to know how the public sector is organised in order to obtain information. Electronic administration may facilitate easier access to public sector information, given that user oriented entries are established across different departments and levels in the public administration.”

Norge.no wish to establish such an entry to public sector information by means of e-dialog. This device offers the possibility of cooperation between public offices – incoming requests may be transferred to a customer consultant in a collaborating public office. Such cooperation will be particularly user friendly because the user will not have to repeat the question when transferred to another department.

Furthermore, it is possible with today’s technology that incoming requests are routed to the best qualified department/customer consultant, thus promoting greater effectiveness.

E-dialog may in addition be expanded in order to enable the customer consultants to offer assistance in i.e. the completing of electronic forms.

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ICT strategy for the Norwegian Public Sector

The Norwegian Ministry of Labour and Government Administration published on 18/02/2003 a new “Strategy for ICT in the Public Sector 2003–2005”. This new strategy highlights the way ICT will contribute to meeting the objectives of the modernisation programme of the Norwegian Public Sector: increase user orientation, improve efficiency and enable simplification through delegation and decentralisation.

The main challenges in terms of ICT in the norwegian public sector are: user orientation of electronic services, data exchange across organisational boundaries, security and confidence, exchange of experiences and knowledge, realisation of benefits (efficiency and productivity), management’s strategic ICT skills. The goal of the new strategy is to develop the national infrastructure and framework conditions

supporting local solutions, so that the development of user-oriented e-services and the exploitation of potential for increased efficiency is supported centrally but remains a local responsibility. It therefore aims at enabling delegation and decentralisation within central administrations as well as towards local authorities, while achieving central support through the development of framework policies, shared infrastructure, financial incentives, government-wide knowledge management and overall coordination.

Items for action at the central level include: data exchange (reporting, re-use and accessibility), electronic signatures and PKI, broadband, e-services, market conditions, democratic participation and transparency, e-commerce, knowledge management and benchmarking. In particular, the new ICT strategy plans for the establishment of:

- a central, secretarial function for data standardisation to facilitate data collection, exchange, re-use and compatibility within the public sector;
- a coordinating body for the development of PKI and electronic signatures, with a mandate to systemise experience, support piloting agencies, undertake impact analysis, categorise security needs, establish levels of digital authentication, develop common demands and guidelines for the use of PKI and electronic signatures in the public sector, and establish fora for cooperation between parties involved.
- a pilot project for a government knowledge management system, as a tool for implementing the modernisation program. Based on the results of the pilot and the needs and demands within and across organisations, this system will be extended to the public sector as a whole.

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POLAND

The „First Job” Program

The “First Job” program was adopted by the Council of Ministers on 29 January 2002. Proposals presented by the ministry of labor and social policy are designed to enable university graduates to acquire initial professional experience. The pursuit of the program in the long run, however, will contribute to economic growth and stimulate local activity in resolving social problems. The “first job” program includes five component parts:

1. Small and medium enterprises.

Currently only small and medium private enterprises are capable of absorbing large numbers of graduates coming to the job market. However, high costs of employing workers without professional experience discourage private employers from hiring new people. Therefore, decisive action is necessary to significantly reduce costs of employment. The following remedies can be applied, as provided by the law on unemployment prevention:

- reimbursement of compensations paid to graduates – during 12 months the employer is entitled to reimbursement of compensation and social security contributions paid to the employed graduate;
- graduate internship programs – a regional employment bureau and the employer conclude an agreement whereby the graduates becomes an intern and is paid an internship benefit by the employment bureau;
- loans to create new jobs for the unemployed designated by the regional employment bureau.

Law on promoting employment of graduates, which took effect on 1 January 2002, entitles employers who hire graduates in regions affected by structural unemployment, to have their pension contributions and accident insurance premiums reimbursed.

2. Self-employment.

Some graduates may find employment more easily owing to regulations promoting the establishment of private businesses. The “First Job” program offers the following measures favoring self-employment:

- inexpensive loans, loan guarantees and interest refunds – aside from loans granted by employment bureaus to start one’s own business – will be provided by the ministry of labor and social policy in conjunction with the state-owned bank *Gospodarstwa Krajowego*;
- temporary waiver of pension contributions for graduates who establish their own businesses;

- consulting for graduates planning to establish their own business – assistance in development of a business plan and business-related training provided by province employment bureaus under graduate employment programs.

3. Education

Changes in the schooling system designed to enable graduates to supplement, extend or change their qualifications will also significantly affect the situation of young graduates. The “First Job” program offers the following measures in this respect:

- specialized training programs to be organized by schools in conjunction with employers will include intensive practical training and internship periods providing graduates with professional experience and practical skills sought after in the job market;
- promotion of continuous training – employment bureaus are expected to provide training programs as well as educational loans and university scholarships for people from areas affected by high structural unemployment;
- promotion of Professional Career Offices – the State, using grants provided for the Ministry of Labor and Social Policy, will sponsor and promote projects related to establishing and running Professional Career Offices at schools, particularly at higher education institutions.

4. Voluntary work

Working as a volunteer may also provide an excellent opportunity to acquire firsthand professional experience. Graduates, working without compensation for a non-governmental organization, will be able to develop necessary expertise and put their skills to the test. The draft law on voluntary work and public community services, currently being prepared by the government, provides that the following bodies will use services of voluntary workers:

- non-governmental organizations which, under the draft law, will have an option to pay social security contributions of their voluntary workers and cover some of the expenses involved in their employment, such as costs of medical examinations or accident insurance;
- government bodies and their organizational units, which will have a statutory obligation to provide voluntary workers with the above benefits.

In either case, voluntary workers may require that the institution they were employed by provide them with a relevant certificate of service.

5. Information services – professional consulting and job agencies.

The success of the “First Job” program will be largely contingent upon the realization of its last component. Professional consulting and job agency services will encourage graduates to be more active in their pursuit of employment and provide them with information on a variety of opportunities that the program offers.

Apart from regional employment bureaus, it is mostly Centers for Information and Professional Career Planning at province employment bureaus that will be responsible for professional consulting. Graduates will be invited to attend classes on self-presentation, job pursuit techniques, self-cognition as well as on planning the development of their career. In addition, young people interested in opening their own business will be free to use professional information resources, particularly databases of the “Advisor 2000” software.

On the other hand, job agency services will enable graduates to find employment while at the same time providing employers with likely job candidates. This facility will be provided by public employment services and private job agencies as well as non-governmental organizations and the state Voluntary Work Agency (OHP). It is expected that job fairs and exchanges will be the most efficient form of assistance. Employment agents will also provide graduates with information on local job markets, vacancies and employers' requirements. If necessary, they may also lend their support as far as contacting a specific employer is concerned. The following subprograms will be included:

- Community Information Centers – a pilot program implemented by the Ministry of Labor and Social Policy and province labor bureaus in 200 municipalities and rural communes located in areas particularly affected by structural unemployment in the first half of 2002;
- self-reliant job pursuit – information and training program prepared by the Ministry of Labor and Social Policy in collaboration with employment bureaus;
- graduates help graduates – graduates of liberal arts and business-related studies will establish information centers for the “First Job” program.

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II. Sectoral Operation Programme Human Resources Development (SOP HRD)

The major objective of SOP HRD is the construction of an open, knowledge-based society by the ensuring of sufficient conditions for the development of human resources by education, training and work. This goal complies with the eu strategic goal accepted in 2000 during the Lisbon European Council, in accordance with which eu should become the most competitive, dynamic and knowledge-based world economy, capable of achieving a sustainable economic growth with a larger number of better jobs and a bigger social cohesion.

Total allocation of European social fund under SOP HRD amounts to 1782 meur.

PRIORITY 1 – Active labour market policy and professional and social integration policy.

Measure 1 – The development and modernisation of labour market measures and institutions.

It is based on the development of the institutional services for the labour market and the enriching of instruments used by the labour offices and other institutions (including the non-government ones) providing support for individuals being unemployed and searching for jobs, on the development of vocational information and counselling services' network and the development of training system for the unemployed and individuals threatened with unemployment and searching for a job.

Measure 2 – Prospects for young people.

The measure is to provide the fullest possible support to young people, including school graduates, so that they do not become and remain unemployed. It is based on the promotion of employment in the small- and medium-sized enterprises sector and in the services sector, on the promotion of self-employment, on the support for training and adjustment of education to the labour market demands, on the supporting of voluntary services and the dissemination of information about the labour market.

Measure 3 – Counteracting and combating of long-term unemployment.

This measure is based on the reduction of the number of individuals unemployed for the term exceeding 12 months, the limiting of reasons for such a phenomenon and the upgrading of professional qualifications of people threatened with unemployment. Support granted to the people being unemployed for up to 24 months and people threatened with the job loss will be focused on the realisation of individualised training programmes, on the implementation of special programmes, on the organisation of counselling, training and activating operations, and on the promotion of entrepreneurial approach, as well as on the supporting of self-organisation and mutual aid among the unemployed and upon the aid to a social environment of individuals being unemployed for a long term.

Measure 4 – Vocational and social integration of the disabled.

It is based on the supporting professional rehabilitation by the counselling and mediation, training and promotion of the disabled employment, the increase of the potential of institutions handling the issues of the disabled, and the promotion of flexible and alternative employment forms, the establishing and updating of central and regional database on the disabled.

Measure 5 – Support for the professional and social integration of the particular high risk groups.

The activity will target people threatened with social exclusion, who not able by themselves to overcome the difficult period in their lives, find employment and become self-dependent. It will concentrate on two particular groups: troubled youths and persons qualifying for social help. The measure involves supporting vocational and social inclusion of people threatened with social exclusion, developing the system for counteracting social exclusion, awareness building among local communities and employers in terms of undertaking joint initiatives to counteract exclusion and its effects.

Measure 6 – Vocational Integration and Re-integration of Women.

It is based on the promotion of an equal access of both genders to employment. The measure involves supporting women on the labour market and undertaking efforts to increase their employment rate, development of the system for supporting women in education and the economy, increasing their opportunities on the labour market, creating conditions enabling the combining of parental and professional roles.

PRIORITY 2 – The development of the knowledge-based society.*Measure 1 – The adjustment of education offer of schools, academics and vocational training centres to the labour market needs.*

To establish and improve the flexible response system through which schools, academies and vocational training centres adjust to the changing conditions of the labour market functioning in the conditions of a competitive economy. The measure involves: equalisation of the educational opportunities of pupils and students in order to improve access to the labour market, education for an information

society, development of vocational counselling and advice, improvement of the quality of education, development of the system for improving professional qualifications and skills of teachers and academic lecturers.

Measure 2 – The reinforcement of the system of life-long learning for the adults.

The main objective of this measure is to increase the effectiveness of the system for continuous education to better prepare adults to the labour market requirements. The measure involves the upgrading of the quality of educational services and facilitating the access of adults to a varied educational system, and will include accreditation of institutions providing continuous education outside of the school system and distance learning in education.

Measure 3 – Development of personnel of modern economy and entrepreneurship.

It is based on the improvement of skills and qualifications of enterprises' workers and managerial staff, in particular of innovative enterprises, on the initiating and reinforcing of co-operation among people of the science, the education and the economy, on the facilitating of introduction of new employment and organisation forms and on the forming of entrepreneurial approach, on the promotion of entrepreneurship and employment by i.e. support for people intending to start their businesses.

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National Center For Criminal Information (Kcik)

National Center for Criminal Information (KCIK) was founded under the law of 6 July 2001 on accumulation, conversion and disclosure of criminal information. Under this law, the Chief Commander of the Police was to become the Chief of KCIK.

The act defines procedures regarding accumulation, conversion and disclosure of criminal information in order to detect and pursue offenders and to prevent delinquency and crime-related issues.

The Office of the National Center for Criminal Information was created within the Police Headquarters. Through that unit, the Chief of KCIK exercises his legal duties.

Inquiry range of accumulated data includes:

1. people against whom criminal proceedings are pending;
2. objects used to commit an offence or lost in connection with an offence;
3. entrepreneurs, partnerships, foundations, associations suspected of committing an offence;
4. numbers of bank or securities accounts, which are suspected of being involved in the commission of an offence or which contain assets accumulated in an illegal manner;
5. other proceedings initiated by authorised and obliged parties.

Authorised and obliged parties participate in the process of information conversion. The difference between those institutions is that authorised parties, apart from their obligation to transfer the information to KCIK, can use the contents of the database system while obliged parties must reply to inquiries of the Chief of KCIK.

The law provides that the only way to convert the information will be through the use of an Electronic Inquiry Card, which enables creating, registration and submission of the inquiry in the XML standard, in accordance with the DTD structure.

Because of the large number of legal proceedings conducted by reliable parties, the only efficient way was to develop an IT System for the KCIK, pursuant to the law. Therefore, the KCIK IT System was created, in which data are transmitted by e-mail. ORACLE database server and HP – UX 11.00 operating system were used to create the system. These solutions run on latest generation cluster-based equipment provided by HP.

KCIK's IT System, apart from storing criminal information, will also include an operator's register and will allow authorised users to search the resources by subject.

Due to the XML standard and separate access to the database, the system is properly protected from illegal intrusions. The safety authorisation system is based on the EKD Card and transmitted data are encrypted by DELTA – 3. Every operation in the database is registered and recorded in the archive module, which collects information on who pursued what information, when they pursued it and whether they obtained it. Database engines provide concerned institutions with access to the information that they had input.

The KCIK's IT System was put into service on 1 January 2003. On that same day data from the Police Information System (KSIP) were transferred. Those data account for 97% of all information stored in the KCIK's IT System. Workstations have been provided in the KCIK Office, on which authorised personnel can perform their legal duties on behalf of their institutions. Another acceptable way of information transfer at early stages was to store encrypted data on magnetic media.

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IV. The Anti-corruption Strategy. Program for combating corruption.

The Anti-corruption Strategy was adopted by the Council of Ministers of the Republic of Poland on 17 September 2002. The purpose of the strategy is to achieve objectives outlined in it. They should serve as the base for forming the front of the battle against corruption and should be consistently carried out. That means that during the implementation of the program proposals will be accepted to improve the means and ways of combating corruption.

The inter-ministerial Anti-corruption Group (with representatives of: Minister of Internal Affairs and Administration, Minister of State Treasury, Minister of Infrastructure, Minister of Economy, Labour and Social Policy, Minister of Finance, Minister of Justice, Minister of Health, Minister of Education and Sport, Head of Public Procurement Office, Head of Civil Service) has prepared the Anti-corruption Strategy, being a collection of arrangements and actions to be taken by the Government in the fight against corruption.

On September 17, 2002 the Council of Ministers, acting upon the motion of the Minister of Internal Affairs and Administration, approved the program of fighting against corruption – Anti-corruption Strategy.

The detailed proposals for fighting corruption concern the most sensitive spots of public activity exposed to corruption as well as areas of legislation and institutions that should combat corruption. These include: public procurement, civil service, privatisation processes and management of state treasury assets, central and local government administration, the judiciary and bodies engaged in combating corruption, public services, health care, public finances and education of society and dissemination of information.

The programme is a combination of legislative, organisational, educational and information measures, aimed at fulfilment of the three main objectives:

1. effective detection of corruption crime – through creation of a solid legislative framework and strengthening and increasing efficiency of law enforcement and the judicial system,
2. implementing an effective framework for fighting corruption in public administration
3. increasing public awareness and promoting ethical models of conduct.

The Ministry of Internal Affairs and Administration is carrying out day-to-day monitoring of the execution of tasks included in the Anti-corruption strategy, on the level of the working group called Anti-corruption Team.

The report on implementation of the Anti-corruption Strategy is to be prepared quarterly. First report was accepted by the Council of Ministers on 27 February 2003.

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PORTUGAL

Updating Of Factsheets/Oecd

Since the last update of the factsheet relating to Portugal, in November 2002 there has been no new legislative initiatives at the level of Public Administration reform. This does not mean that measures are not being prepared in this ambit, since reform is a continuous process. Bearing this in mind, it should be stressed that some of these initiatives are in the preparation phase and are expected to be implemented by the end of 2003. These initiatives are as follows:

- Creation of interface to update and improve Public Administration database on human resources with a view to facilitating the definition of the public employment policy and staff management.
- Preparation of structure to enable updating of the human resources database via Internet.
- Creation of a public employment pool available on Internet.
- Preparation of legislative measures on new organisational models with a view to making internal structures more flexible, introducing management based on forward planning, simplifying decision making processes and flattening hierarchical levels.
- Implementation of a management based on forward planning of Public Administration needs in matters pertaining to Human Resources with a view to determining areas of selection and respective quotas for the Course on Advanced Studies on Public Management, promoted by the National Institute of Administration.
- Studies to review performance appraisal so as to create effective differentiation mechanisms, by stimulating productivity and clarification of objectives.
- Review of Management Status, by eliminating bureaucratic recruitment procedures and emphasizing accountability, qualification and performance appraisal.

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SLOVAK REPUBLIC

The current plans for changes in arrangement of local and regional public administration in the Slovak Republic

The Government of the Slovak Republic constituted after parliamentary elections in autumn 2002 has confirmed in Programme Declaration its intent to continue in decentralisation of public administration:

The Government will focus its effort on implementation of effective, thin and economical state, decreasing bureaucracy in state administration, modernisation of public administration and completion of public administration reform. The Government will implement the audit of offices, elaborate changes in labour-legal relations and carry out reorganisation of state administration.

In order to complete public administration reform the Government will continue in the process of decentralisation and de-concentration of the state administration. The aim is to create legal environment for development of territorial self-government, which will create conditions within its entrusted competencies and public finances for harmonic development of regions in conditions similar to EU countries and to support initiatives of territorial self-government oriented towards inter-municipal and inter-regional co-operation.

The Government will re-evaluate the effectiveness, structure and scope of responsibilities of District and Regional Offices and elaborate the analysis of their competencies. This will result in elaboration of the new organisation of state administration in order to pursue streamlining of administration, which will be connected with abolishment of District Offices.

The Government has already renewed the position of Government Plenipotentiary for Decentralisation of Public Administration and approved "**The Proposal for Further Progress in Decentralisation of Public Administration**" which assumes following steps to be implemented already in 2003:

- carry out the analysis of the functioning of District and Regional Offices;
- elaborate draft of the concept of organisation of local state administration;
- elaborate project for further decentralisation (to territorial self-government);
- decide on tax reform;
- amend the acts on transfer of responsibilities to territorial self-government;
- amend the acts on property of municipalities and self-governmental regions;
- elaborate drafts of the acts on specialised state administration;
- amend the act on municipalities;
- elaborate draft of the act on inter-municipal cooperation and entrusted municipalities;
- amend the act on self-governmental regions;
- elaborate draft of the act on local state administration;
- amend the act on change of administrative proceeding;
- amend the act on budgetary rules;
- elaborate drafts of the acts related to tax system reform.

The most of these activities will be linked to the conclusions of the Project of Further Decentralisation. It is assumed that the process of decentralisation will influence also other laws in total number from 40 to 42.

It is envisaged that the offices of integrated state administration (District Offices, Regional Offices) will be cancelled and offices of specialised state administration will be created as of 1 January 2004. In 2004 the important financial laws should be also adopted - the Act on Budgetary Specification of Taxes, the Act on Budgetary Rules of Territorial Self-government and the Act on Horizontal Financial Equalisation - to allow introduction of new system of financing of territorial self-government.

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Development of Structure of Public Administration in the Slovak Republic

The public administration in the Slovak Republic is undergoing through extensive changes.

On the central level further independent central administration bodies are created, next to existing ministries and other central administration bodies being established in 1993 together with creation of the Slovak Republic, to adjust its structure promptly to requirements and practise of the European Union, part of which the Slovak Republic should be in 2004. This way the Office of Geodesy, Cartography and Cadastre, the Office of Public Procurement, the National Security Office, the Telecommunication Office, The Office for Regulation of Network Sectors, the Post Office, the Office for Financial Market, the Aviation Office, the Office for State Civil Service and further offices have been established.

On the regional level and the level of local state administration, the new administrative arrangement of the Slovak Republic was set up in 1966 dividing country into 8 regions and 79 districts; in these units regional and district offices of state administration have been created integrating some offices of specialized state administration (forestry offices, estate offices, environment offices, offices of education, cadastre offices and fire protection offices) with previous agenda of general state administration. Later, since 1999 sequential de-integration goes on by re-creating of independent offices of specialized state administration (veterinary offices, educational inspection, public procurement, cadastre offices, monument offices, fire protection offices being transformed into Fire and Emergency Brigades of the Slovak Republic). The Law on State Civil Service being adopted in 2001 regulates in complexity status of state administration officials; the Office for State Civil Service was set up as central body of state administration.

The territorial self-government exercised only by towns and villages before (altogether almost 2900) was supported since 1 January 1001 by formation of **8 self-governmental regions** on the regional level (the first elections to bodies of self-governmental regions took part in December 2001). At the same time **sequential decentralization** of some tasks of state started, transferring them to **self-governmental regions** in 5 phases (since 1 April 2002 till 1 January 2004); the decentralization comprises tasks of economic management (including constitutional function for cultural facilities, operation of secondary schools and school facilities, social facilities and health-care facilities, management of 3rd category roads), organization and administrative tasks (regional development, co-ordination of tourism development, civil protection /partly/, regional transport, health-care). Step by step **towns and villages** receive tasks of economic management (including constitutional function for social facilities of local importance, water supply networks and sewage networks, senior and health-care service, operation of primary schools and school facilities), organization and administrative tasks (regional development, co-ordination of tourism development, registry agenda, approval with felling of trees, water management, minute waterfowls,

construction procedure (general and special one in the area of roads). For fulfilling of delegated powers, municipalities and self-governmental regions received property enabling them implementation of their economic and managerial functions. In 2001 there was adopted **the Law on Civil Service** regulating the status of majority of employees of territorial self-government as well as employees of various facilities being set up by bodies of public administration.

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SPAIN

1.- Citizen's Charters.

Objectives:

The Citizen's Charters programme intends to inform citizens-users about the services which have been entrusted to the Central Government Administration authorities, any quality commitments related to the way they are given and any rights concerning to the same.

Results:

Since this Programme is in force (July 1999), a total of 116 Citizen's Charters have been issued and further 40 ones are under procedure phase at present.

The Ministry of Work and the Ministry of Social Affairs (Social Security and Public Administrations Area – The Central Government Delegations and Sub-Delegations) are those having a higher number of Charters approved.

The second follow-up of the commitments, which has been, concluded on June 2002 shows a 72% fulfilment degree for the above-mentioned commitments.

Actions to be developed:

Besides keeping and consolidating the processes, it is intended, at a short-term, that no Ministry has not a Citizen's Charter at any of its units and those having fewer Charter may increase the number thereof. At a medium-term, the goal is that all of the units directly related to the citizens may issue the relevant Charters.

2.- Implementation of Self-Assessment According to the EFQM and CAF Excellence Models.

Objectives:

This programme's goal is to extend self-assessment of the units making part of the CGA as a diagnosis and quality improving tool, through a reference model having been widely used by both private and public organizations all over Europe. The EFQM model has been adapted to the Public Administration's context, by means of a Self-Assessment Guide for Public Administration, developed by itself, of which three editions have already been made.

The Ministry for Public Administration is also encouraging the implementation of the CAF Model in the Local Administration, and to this end the CAF Guide has been translated into Spanish and a convention with the Spanish Federation of Municipalities and Provinces (SFMP) has been signed including also training actions for its dissemination.

Results:

From July 1999 up to this date, using the EFQM Model has carried out the assessments of 68 administrative units.

About one thousand five hundred CGA's public servants have been trained on self-assessment by the INSCAL.

Actions to be developed:

Objectives are both qualitative, quantitative and common to both Models: on the one hand, to progressively increase the number of units incorporated to the self-assessment programme., both in the CGA as in the Local Administration, and on the other hand, to develop the relevant networks and platforms for good practices exchange so that organizations may benefit each other from the improvements introduced as a result of the self-assessments.

3.- Quality Award and Best Practices Prizes.

Objectives:

To make the above programmes complete, in 1999 the Quality Award and the Best Practices Prizes in Central Government Administration were created. This initiative intends to institutionalise the public recognition to any improvement efforts made by the organizations, to encourage through them the self-assessment, as well as to provide recognition to good managerial practices. These Awards have not a monetary endowment: they consist of a plaque and a diploma, and their effects are that the winners can include such circumstance in their facilities, publications and printed materials, and to add such recognition in the respective individual records of the persons participating in any actions leading to getting such awards.

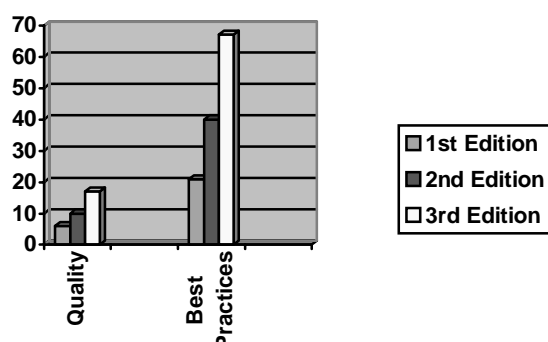
Results:

In 2000 the first Quality Award and the Best Practices Prizes were convened. Six organizations belonging to the CGA were candidates, and the winner was the Social Security National Institute's Provincial Office of Guipúzcoa. As regards the Best Practices Prizes, 21 candidates participated, and there were 12 winners. Awards were given during a public Ceremony held on the 28th day off July 2001.

The second edition of these Awards was convened in 2001. 10 organizations concurred to the Quality Award, and the winner was the Port of Castellón, while each the Almería Office of the Tax Agency and the Provincial Authority of the Social Security General Directorate of Córdoba received honourable mentions. As regards the Best Practices Prizes, 40 candidates concurred and 15 of them were the winners. The Minister of Public Administrations gave awards during a Ceremony held on the 20th day of May 2002, in the presence of a great number of people and having great repercussions in the specialized media.

The third edition was convened on the 5th day of November 2002; to make it coincides with the European Week for Quality so that it would have a wider diffusion. 17 candidatures were put forward to the Quality Awards and 67 to the Best Practices Awards.

Evolution of the candidatures put forward



The growing progression in the number of candidatures put forward to these awards along the three editions is a signal of the great welcome this activity has had by the CGA's units, so generating an strong modernizing current coming from the implementation of the self-assessment systems by the organizations.

For developing the activities inherent to the management of the Awards, a cooperation agreement was concluded with the Quality Management Club (the representative of the European Foundation for Quality Management (EFQM) in Spain) by which a EFQM Model training was given to 130 public servants acting as external assessors of the candidatures put forward to the three editions of these Awards. Besides, the Club proposes the Jury's members out of persons of mark being experts in this matter.

The Ministry of Public Administration has also published a supporting guide for writing the Memoranda required according to the EFQM Model to be a valid candidate to the Awards.

Activities to be developed

Both the assessment and management process in the third edition of these Awards will last along the first quarter of 2003. After next summer, once the assessment process is concluded. The jury will make the winners of the two categories known, and the formal prize giving Ceremony will be held en October of the same year.

Once the awards for the 2002 edition are given, the fourth edition will be convened according to a schedule similar to the third edition's one.

4.- Royal Decree 209/2003, of February 21, regulating telemetric registries and notifications, as well as the use of telemetric means instead of the citizens providing certifications.

It is essential to consider the advantages for the public management represented by the telematic filing system. This would be able to facilitate the administrative steps and reduce the resolution and notification terms. It means the promotion of a new administrative culture where paper support, as far as possible, is being substituted by the telematic documents, which would result in both economic and physical room savings. They are also regulated the data transmissions which will allow the exchange of information between the different bodies in the State General Administration so releasing the citizens of the burden of providing such data. Finally, it regulates the Telematic Registries for filing writings, communications and applications, which, means a step forward in the implementation of a telematic administrative procedure.

Virtual One-stop shop Service

Such service, implemented last October, tries to provide a single access to all the information required to start-up businesses and assure an individual proceeding management to start a business activity through the Web, The following services will be included:

- General information on how to start-up businesses; the system foresees the management and edition of a great volume of Information concerning any requirements and transaction to start-up businesses.
- A virtual conductor: the system will include a virtual conductor for, by means of interactive questioning process, the developing of an individual proceeding management on any requirements and transactions to start-up a concrete business.
- Transaction inclusion system: the system will incorporate any steps needed to start-up businesses required by organisms, administration and chambers of commerce presently participating in the One-stop Shop for business project since they have subscribed a Convention.

The citizen's portal (www.administracion.es)

Now more than one year from the "Citizen's Portal" launching on the 3rd of September 2001, it's seem to be necessary to launch a new version of it, repeatedly announced by the present Minister of Public Administrations as the Department's commitment to be achieved before the end of 2003.

The new version intends to solve all negative aspects noticed in the first version. Main novelties are as follows:

- A new contents structure, distinguishing any browsing systems (links/contents by profiles)
- A modern aesthetics, at full pages (with no frames)
- An international portal (Spanish-English-French)
- Incorporating co-official languages at the home pages and the menus.
- Developing a "text only" version, accessible to visual disabled people.

5.- Agreement Signed on November 13th, 2002 Between the Government and the Trade Unions.

This agreement constitutes a new reference framework for the Public Governance, its main objective being the modernisation and improvement of the Spanish Administration.

It includes a high number of measures that answer the goal of building a more effective Administration and improving the working conditions of its staff that are grouped together in the following action lines:

- Measures to increase both effectiveness and quality regarding performance of services as reorganizing the total strength, considering the priority areas, the increase of mobility or the possibility of extending the public attendance hours.
- Measures to support the harmonization of both family and work life, as establishing a day nursery network, cutting working hours because of family reasons or implementing the part-time performance of services.

- Measures to encourage both professionalization and qualification, as the strengthening of internal promotion and increasing training, mainly as regards new technologies and languages.
- Measures to favour the employment stability, as concluding the consolidation process or reducing the temporality rate.
- Measures to improve life quality at work, as those related to holidays, or the improvement of occupational hazard prevention.
- Measures related to wage regulation and incentives, as increasing extra bonuses or implementing the Pension Plan for 2004.
- Measures directed to improve the labour relation framework in such aspects as union rights and guarantees or collective bargainings.

For developing the Agreement, the directions in force on work day and hours, have been revised, by adapting them to the Agreement's terms and conditions, the result of which has been the Resolution dated March 10th, 2003 taken by the Secretary of State that prescribes directions on work day and hours to be applied to the civil staff under the State General Administration.

6.- Civil Servant Website.

The Civil Servant Website was started up at the end of February 2003 (www.funciona.es). It is aimed to the staff of the General Administration of State. This website, taking advantage of the Ministry communications net (Intranet), permits to establish personalised relationships between the General Administration of State and its employees through technological means. This service facilitates the relationship between the civil servants as well.

This website offers personal information too. All the employees are able to check their professional background or their wages using a personal password. On this site there is also available a staff directory containing the name, post, telephone and email address of the civil servants.

In addition, the site counts on a services area where the staff can access to different professional information as the labour calendar, training activities, public employment offers or competition vacancies. The users of this service will be able to access to official publications such as the official gazette (BOE), the civil servants insurance website where they can get information about labour risks prevention and sanitary/ social assistance for civil servants, the National Public Administration Institute (civil servants education centre), as well as link other ministries employees websites. This Civil Servant Website has mail box for suggestions at the employee's disposition.

During 2003 the Civil Servant Website will be adding new services and new links will be created in order to connect with other institutions so that these new sites include information or services related to the institution (leaves, holidays, social action). The website will create management areas of knowledge referring to some specific topics such as information technologies. Little by little, the website will be more personalised so that the employees can receive information for their personal interest as for example vacancies adjusted to their professional profile.

SWEDEN

Service dialogues and service commitments in the Swedish public administration

In January 2001, the Swedish Government assigned some 20 central government agencies and social insurance offices to take part in two-year trials of service dialogues and service commitments. This assignment was one of the initiatives in the Government's administrative-policy action programme, *Public Administration in the Service of Democracy*. Its purpose was to examine whether such dialogues and commitments help to develop the public administration's services and also enhance citizens' and companies' access to information about, and participation in, the work of public administration.

During the trials, 5,000–7,000 members of the public and company representatives had the opportunity of expressing their views on the participating agencies' activities. The agencies have published a total of 34 service commitments, with information and pledges about their services.

The users, as well as the agencies themselves have appreciated the endeavour. Users perceive it as gratifying to be invited to take part in a service dialogue. The service commitments have made it clear what users may expect from the agency. According to the agencies, the implementation of service dialogues and service commitments has been a solid means of putting the aim of enhanced user-friendliness into practice.

The strength of the approach is said to be the interplay between service dialogue, service commitment and systematic quality development, rather than each separate work method as such.

Having evaluated the trials, the Swedish Agency for Public Management considers that service dialogues and service commitments are suitable work methods to bring about user-friendly development of activities. They improve service and boost participation, thereby helping to sustain high confidence in public administration.

For successful further efforts, its recommendation is that special attention should be paid to the fact that the ministries and agency heads' sense of commitment has a major bearing on whether this work should be given priority. The strength of the approach is feedback between the two work methods. Participation by staff who interface with the public is required for the public-service ethos to become a practical reality. There is no single recipe for success; instead, the work methods must be adapted to each agency's activities. Exchanging experience among the agencies facilitates the work, and also helps to bring about coherent public administration in the service of citizens and businesses.

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