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**EVALUATION OF PUBLIC
ADMINISTRATIONS' ADDED VALUE
TO THE LISBON STRATEGY GOALS**

(UPDATE 2010)



MINISTERIO
DE LA PRESIDENCIA



agencia
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y calidad



EUPAN

european public administration network



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ACRONYMS

BR	Better Regulation
CAF	Common Assessment Framework
EFQM	European Foundation for Quality Management Excellence
EUPAN	European Public Administration Network
GDP	Gross Domestic Product
IPSG	Innovative Public Service Group
MS	Member States
LS	Lisbon Strategy
NAP	National Action Programme / Plan
NRP	National Reform Program
PAR	Public Administration Reform
QM	Quality Management
RAB	Reduction of Administrative Burdens
RIA	Regulatory Impact Assessment
R&D	Research and Development

EXECUTIVE REPORT

The so-called Lisbon Strategy for growth and competitiveness was adopted by the European Council in 2000 and 2005. Many reforms and measures needed for its implementation are within the responsibility of Member States, whose national governments have defined various action plans to implement the Lisbon Strategy. In 2010, as Lisbon Strategy is reaching its end, an important aspect is to evaluate to what extent the measures adopted for the public administrations area contribute to the realization of Lisbon Strategy goals.

One of the activities of the Innovative Public Services Group (IPSG), for the first semester of 2010, during Spanish Presidency of the European Public Administrative Network (EUPAN), was to update of the study "Evaluation of the added value by the public administration to Lisbon Strategy goals", two years after having been performed by Slovenia in 2008. The main focus of first evaluation study was put on:

- the mechanisms and responsibilities for the **co-ordination** of the National Action Programmes (NAPs) implementation
- the **part of the NAPs related to the public administration system**
- the identification of national cases of projects related to their public administration which contributed to achieve Lisbon Strategy goals.

This 2010 update aims to show the evolution of the Member States data in the current economic situation to provide the EUPAN network with a updated European picture of how the modernization of public administrations is contributing to competitiveness, economic growth and the goals of the Lisbon Agenda, to be used as a basis for further activities to be included in the action plans for Public Administration system in the upcoming cycle (Lisbon Strategy after 2010: Europe 2020).

The update study was implemented through a reviewed questionnaire, based upon the original questionnaire used by Slovenia, targeted towards IPSG members. Some changes and clarifications were introduced in 2010 template, mainly to have an idea of the achieved results and impacts of the national cases collected in 2008, as well as to identify new innovative cases. Moreover, to know deeply about the monitoring and/or evaluation mechanisms established for the appraisal and revision of these projects.

The participants in the 2010 update summed up to 18 Member States, of 27 total which is about 67% (69% of those Member States that participated in the 2008, Slovenian study).

Main conclusions of the update study:

The purpose of the study:

Whereas the original study consisted basically of a data collection and a summary of the actions adopted by the MS in relation to LS goals, this update aims to show the general turnaround in public strategies to cope with the economic situation in the European Union after the last study developed by Slovenia.

The coordination of National Action Programme:

Most National Action Programmes were adapted to the second cycle of the renewed Lisbon Strategy (2008-2010) and are being complemented with another public plans or initiatives to reduce the impact in the national economy of the global economic situation.

In general, no changes in the coordination responsibilities are shown. One specific national unit or body is still dedicated to NAP coordination.

The part of NAP related to the functioning of public administration system:

Some MS included a detailed list of public strategies or projects; or a core group of national measures to contribute to the realisation of LS goals. In a few cases MS avoided choosing concrete measures related to the functioning of public administration system.

It can be summarized that the most significant attention is focused on the actions oriented toward:

- a) Improve the efficiency and productivity of Public Administration, towards the rationalization of public expenditure and the reduction of time spent in administrative procedures for a better service to citizens and enterprises.
- b) Incorporate the Regulatory Reform through Regulatory Impact Assessment and Better Regulation.
- c) Reduce the Administrative Burdens in procedures to enterprises and citizens to improve the work and business environment.
- d) Strengthen competitiveness, which has shown to be one of the roots of the economic crisis in Europe
- e) Implement institutional changes to restructuring public sector reducing/merging the number of Administrative units or levels, aimed at finding synergies and creating a new and more efficient structure, by means of the removal of overlapping functions.
- f) Boost and enable the innovation as a main support for increasing the productivity in all the economic sectors.
- g) Enhance transparency and accountability, opening the information to the citizens in order to explain public actions, and to submit public performance to the evaluation by interested actors.

The established monitoring and evaluation mechanisms:

Fundamentally are based on regular reports how far along the process of implementation each Member State is in order to achieve Lisbon Strategy goals. Some MS also track specific indicators regarding the competitiveness and effectiveness of Public Sector.

As a result of the current economic situation, the assessments have increased the focus on the appraisal of the public expenditure related to national implementation. The shortage of resources has also affected any pre-scheduled process for the implementation of monitoring and evaluation mechanisms.

In Spain, an independent assessment of the success of the NRP is established in parallel with the monitoring mechanisms.

A great value is given to the recommendations made by the European Commission's assessments.

The national cases contributing to the Lisbon agenda:

More than half of the MS participating in 2010 study retained the same national case presented in 2008 sending update of information on adjustments made and expected/achieved results.

Other Member States broadened the scope of the project by moving it to consolidated strategy of the same type (in the field of BR, RAB).

About 25% of Member States that participated in 2010 update presented completely different cases that go from specific or sectoral projects to global strategies. Unfortunately, no information is provided on the achieved results by the former replaced cases

On a global approach to the orientation of the cases, the highest focus is put on the projects oriented toward "Reduction of Administrative Burdens (RAB)" followed by "A more attractive place to invest and work", "Improving transparency and participation" and "Improving administrative capacity".

Some of these categories increased dramatically in comparison to that of 2008, "Improving administrative capacity" mainly. The raise of the focus on in particular, RAB, "Public Administration Reform (PAR)", "Innovation", "Creating more and better jobs", "Transparency & Participation" and "Improving administrative capacity" is also significant.

The number of cases oriented toward "Integrated back-office functions" and "Sharing resources" has decreased considerably in relation to that of the 2008 study. Although "e-Government (e-Gov)" is mentioned as one of the pillars for the implementation of National Reform Programs, this category (as well as "Structure") shows a slight decrease in 2010.

Comparing the pairs of cases that each country sent in 2008 and 2010, the most prevailing orientation is "BR", followed by "RAB", "e-Gov" and "A more attractive place to invest and work".

The representativeness and utility of the study:

There is a majority of countries (about 67% in number of Member States) that submitted their inputs to participate in this update. Therefore, the results in this report may be considered as representative of the whole European Union, even although some of the most populated countries, as Germany, France and United Kingdom did not take part in the update. It is remarkable that the report refers to policy of the Member States as individual entities reflecting their equal status in EUPAN, no matter of what size the country is.

Furthermore, the results of this update give an overview of the turnaround in the public administrative focus and of the allocation of resources when playing the role of contributing to competitiveness, economic growth and to the goals of the Lisbon Agenda. By this way, these results support policy learning and can be used as a basis for further activities to be included in the action plans for Public Administration system in the upcoming cycle (Lisbon Strategy after 2010: Europe 2020).

Moreover, the provided information on national cases, complemented with the additional sources of information can be used by Member States as an updated collection of good practices for benchmarking purposes.

1. INTRODUCTION

In close co-operation with its Member States, the European Union wants to become the most competitive, dynamic and knowledge-based economy possible, capable of sustainable growth and with more and better jobs and greater social inclusion. For this purpose the so-called Lisbon Strategy for growth and competitiveness was adopted by the European Council in 2000 and 2005.

Many reforms and measures needed for implementation of Lisbon Strategy are within the responsibility of Member States, whose national governments have defined various action plans to implement the Lisbon Strategy (LS) and have thereby defined as well the role of their public administrations. In this process, administrative systems play an important role in achieving the LS goals since they contribute significantly to the added value of their national Gross Domestic Products.

IPSG is an important player in this respect, since the central area of its operation involves the quality of public administration and activities to support a more homogeneous level of quality of public services within the entire territory of the European Union. An important aspect to be included in IPSG scope is to evaluate how the adopted measures for the public administrations area are useful to achieve LS goals.

One of the IPSG activities programmed for the first semester of 2010, during Spanish Presidency of EUPAN is the update of the study "Evaluation of the added value by the public administration to Lisbon Strategy goals", after Slovenian Studio in 2008 on the same subject.

The following paragraphs in this report include the information on the background of the update study (2), the evaluation approach (3), the summary of the results of the data analysis (4), the main conclusions of the update study (5), the information on co-ordination and national action programmes related to Public System (6), the description of national cases (7) the lessons learned or the possible recommendations reported by Member States (8) and the list of additional sources of information (9).

2. BACKGROUND OF THE UPDATE

The "Evaluation of Public Administrations' Added Value to the Lisbon Strategy Goals" study was launched in 2008 during the Slovenian Presidency. The intention of the study was to support a broader discussion in the Innovative Public Services Group (IPSG) and in the EUPAN network, to review the contribution of national public administrations to the realisation of the LS goals, to invite Member States to contribute in the improvement of the mutual understanding in this area, and to identify possible connections between actions taken and results achieved.

The purpose of the first evaluation study was primarily toward:

- investigate the area from the point of view of the IPSG and in the context of EUPAN, and
- describe the way used for the **co-ordination** of the LS goals, National Action Programmes and institutions involved,
- summarize the **part of National Action Programme related to the functioning of public administration system** in connection to the Lisbon agenda,
- identify which actions or projects launched within the NAPs for achieving LS goals related to their public administrations contributed with an important added value.

The questionnaire for the project in 2008 was sent to the IPSG members who connected to other actors, institutions, etc. in their respective countries to provide the information requested. 26 Member States replied to this call. After the preliminary results of the first evaluation were

presented at the July 2008 IPSPG meeting in Paris, the draft report was sent also to HRWG and eGov WG what provided some valuable feedback and additional perspective.

The final printed publication of the report of this study was presented in October 2008 during the 5th Quality Conference for Public Administrations in the European Union (5QC) and it is available in EUPAN website, at:

<http://www.eupan.eu/3/92/&for=cat&pid=11&jsid=11&pid2=Studies>

Therefore, main focus of the report was not to provide a full nor a comprehensive review on National Action Programmes but to present national cases – projects (25 in total were collected) in the area of public administration that significantly contribute to the realization of the Lisbon Strategy goals, in combination with general information on National Action Programmes. The report represented an important and valuable source for benchmarking and bench learning aiming to inspire Member States in their further efforts for improving their public administrations.

The importance of the Lisbon Strategy was reflected in the EUPAN Medium Term Programme (2008–2009) as well as in the Resolution adopted at the 53rd Meeting of Directors General responsible for public administration in December 2009 during Swedish Presidency, approving the new EUPAN 18-month Medium Term Priorities (MTP) and Work Programmes from 1 January 2010 to 30 June 2011.

One of the priority areas foreseen in the new MTP is ***A performing public administration*** which covers some themes, including ***The public administrations' contributions to growth and competitiveness***. This theme relates to the Lisbon strategy for growth and competitiveness and it is reflected in IPSPG Work Programme by the activity ***Update of the study performed during Slovenian Presidency 2008 on "Evaluation of the added value by the public administration to Lisbon Strategy"***, proposed by the Spanish Presidency of EUPAN, in view of the economic changes happened all around Europe.

The mandate reflected in the IPSPG Work Programme refers to the updated report of the Slovenian 2008 study to be issued by the Spanish Presidency in collaboration with the rest of Member States and published in EUPAN website by the end of June 2010.

The present update study aims to show the evolution of the Member States data in the current economic situation to provide the EUPAN network with a updated European picture of how the modernization of public administrations is contributing to competitiveness, economic growth and the goals of the Lisbon Agenda, to be used as a basis for further activities to be included in the action plans for Public Administration system in the upcoming cycle (Lisbon Strategy after 2010: the so-called Europe 2020).

This new study should not be seen as a comprehensive review on National Action Programmes or as a mere update of the previous study. Since the original report consisted, mainly, in a collection of national cases, classified according to their orientation and to their innovative intention, by knowing beforehand the results of the study made in 2008, and by means of a more helpful template, the Member States provided not only an update but also more accurate information.

3. UPDATE EVALUATION APPROACH

The update study was implemented through a reviewed questionnaire (based upon the original questionnaire used by Slovenia) targeted towards IPSPG members. Some changes and clarifications were introduced in the template to have an idea of the achieved results and impacts of the national cases collected in 2008, as well to identify new innovative cases. Moreover, to know deeply about the monitoring and/or evaluation mechanisms established for the appraisal and revision of these projects. (See Annex I).

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18 Member States sent the filled questionnaire, of 27 total which is about 67% (69% of those Member States that participated in the 2008, Slovenian study):

- Austria
- Belgium
- Cyprus
- Czech Republic
- Denmark
- Estonia
- Finland
- Greece
- Italy
- Lithuania
- Luxembourg
- Malta
- Poland
- Romania
- Slovak Republic
- Slovenia
- Spain
- Sweden

The information was collected by IPSP representatives in collaboration with other units in their respective countries. This information was then expanded by Spanish Presidency of IPSP through additional sources (see paragraph 9). After being analysed and compared with the correspondent information collected in 2008 the main findings of the update are included in this report.

Main steps in performing the update of the study are summarised in this table:

Activity:	Time:
Discussion at the Troika Secretariat 1 meeting and launching of the project	27 January 2010
Call for providing the updated information / template	8 February 2010
Updated information from the MS	17 March 2010
Presentation and discussion of preliminary results IPSP meeting	19-20 April 2010
Last call for updates	26 April 2010
Discussion of the preliminary report at the Troika Secretariat 2 meeting	6 May 2010
Final review of the report, by IPSP	14 May 2010
Preliminary approval of the report, Troika DG meeting	20 May 2010
Presentation and approval of the report, 54th DG meeting	14 June 2010
Publication of the report on EUPAN website	End of June 2010

Table 1: Timetable for the performance of the update

Several versions of drafts of this document were circulated for comments and additions by IPSP members. The final report will be presented in 54th Director General EUPAN meeting, and it will be a very useful basis to EUPAN network in its further activities, because it aims to become a source for benchmarking among Member States.

4. RESULTS OF DATA ANALYSIS

Co-ordination of the Lisbon Strategy goals

Most National Action Programmes were adapted, or are in process to be adapted, to the second cycle of the renewed Lisbon Strategy (2008-2010)¹. Indeed, in 2009 Estonia carried out the update to the previous National Action / Reform Plan 2008–2011².

The National Action Programmes are being complemented with another public plans or initiatives to reduce the impact in the national economy of the global economic situation.

As a general rule, there is one specific national unit or body for NAP coordination, different to the administrative body represented in IPSE. In general, no changes in the coordination responsibilities are shown, except the case of Slovenia, where a new unit was created after the last study, the Government Office for Development and European Affairs, product of merge two former Government Offices into one: the Office for Growth (identified in 2008 as the body responsible for the co-ordination of implementation of LS goals) and the Office for European Affairs.

(For further information, see paragraph 6 in this report)

National Action Programme related to the functioning of public administration system in connection to the Lisbon agenda

Member States were asked to give a short summary of the part of their NAP related to the functioning of public administration system in connection to the Lisbon agenda: The analysis of information provided by the Member States participating in the update shows quite different approaches to this issue in the study.

Some of them included a detailed list of public strategies or projects; in other cases a core group of national measures were reflected. Finally, in a few cases Member States avoided choosing concrete measures related to the functioning of public administration system, taking in consideration that the public sector is present as a horizontal aspect through the whole structure of the NAP and the wide variety of ways used by public administration to contribute to the realisation of LS goals.

The measures and projects reflect different strategies carried out in the corresponding processes of Public Administration Reform (PAR). From the description of these measures and projects, it can be summarized that the most significant attention is focused on, among others, the actions oriented toward:

- a) Improve the efficiency and productivity of Public Administration, towards the rationalization of public expenditure and the reduction of time spent in administrative procedures for a better service to citizens and enterprises.
- b) Incorporate the Regulatory Reform through Regulatory Impact Assessment and Better Regulation.
- c) Reduce the Administrative Burdens in procedures to enterprises and citizens to improve the work and business environment.
- d) Strengthen competitiveness, which has shown to be one of the roots of the economic crisis in Europe

¹ Strategic report on the renewed Lisbon strategy for growth and jobs: launching the new cycle (2008-2010) "Keeping up the pace of change" (11 December 2007)

² Estonian Strategy for Competitiveness 2009–2011. Overview and Updates to the Estonian Action Plan for Growth and Jobs 2008–2011 (5 November 2009)

- e) Implement institutional changes to restructuring public sector reducing/merging the number of Administrative units or levels, aimed at finding synergies and creating a new and more efficient structure, by means of the removal of overlapping functions.
- f) Boost and enable the innovation as a main support for increasing the productivity in all the economic sectors.
- g) Enhance transparency and accountability, opening the information to the citizens in order to explain public actions, and to submit public performance to the evaluation by interested actors.

(For further information, see paragraph 6 in this report)

Monitoring and evaluation mechanisms established for the appraisal and revision of the projects

The majority of Member States carry out regular reports of evaluation that are performed by the Unit in charge of the co-ordination or by other designated unit. These reports assess the degree of implementation of the measures, and include concrete proposals for adjustments of the process and next steps.

Some Member States as Belgium, Cyprus, Czech Republic, Malta and Luxemburg developed specific indicators regarding to the competitiveness and effectiveness of Public Sector.

As a result of the current economic situation, the assessments are more focused on the appraisal of the public expenditure related to the implementation of national measures oriented to enhance the efficiency of the Public Administration and, with this, a better distribution of resources.

The shortage of resources has also affected to the pre-scheduled process for the implementation of monitoring and evaluation mechanisms. For instance, the Government of the Republic of Lithuania suspended the implementation of an electronic management system for strengthening the Program implementation control by blueprinting.

There is one Member State (Spain) where an independent evaluation of the degree to which the NRP implementation and its success is established in parallel with the monitoring mechanisms.

And finally, the Member States, involved in the update study, pay special attention to the analysis and recommendations from annual Commission's assessment about what is the implementation degree of the Lisbon Strategy.

(For further information, see paragraph 6 in this report)

National cases

As it happened in the previous study, most of participating Member States sent information on national cases or projects as example of the Lisbon Strategy implementation. The detailed information on 15 national cases or projects was collected. Furthermore, from two Member States a global picture of the feature of the projects on Innovation (Belgium) and e-Government (Sweden) was reported. (See paragraph 7).

In the case of Estonia, generic information was included on a set of projects in state of planning.

Member State	Title of the project	Responsible institution for implementation of the project
Austria	Austrian electronic network (AT: net)	Austrian Research Promotion Agency (FFG)
Cyprus	Managing Quality through Organisation and Employee Performance Management	Public Administration and Personnel Department (PAPD) Ministry of Finance
Belgium	Fed20 (Identification and development of Indicators (KPI) of the Human Resources management performance in the federal public administrations)	Federal Public Service Personnel & Organisation (FPS P&O)
	Inventory of the tools of good governance /management in the federal public administration	FPS P&O
	Modernisation of the Federal website	FPS Chancellery of the Prime Minister and the FPS Fedict, in cooperation with all the FPSs, together with the Regional and Community public services.
	Citizen/customer oriented services development	FPS P&O
	Total Quality Management in Public Administration	FPS P&O
	Review of social protection in Belgium	FPS Social Security
Czech Republic	Introduction of Regulatory Impact Assessment into the decision-making process in the Czech Republic	Department for Effective Public Administration Ministry of Interior
Denmark	Better regulation – cutting bureaucracy	Ministry of Finance
Finland	Creating a New Ministry – Ministry of Employment and Economy	The creation of a new ministry was launched by the Government Programme in April 2007
Greece	Operational Programme “Public Administration Reform 2007 – 2013”	Hellenic Ministry of the Interior, Decentralization & Electronic Government
Italy	Law Decree n. 15/2009 for Reforming and Modernizing the Public Sector	The Presidency of the Council of the Ministers - Minister of Reform and Innovation in the Public Administration - Department of the Public Function
Lithuania	Strategy for the Public Administration Development until 2010 (Objective 5)	Ministry of the Interior

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Member State	Title of the project	Responsible institution for implementation of the project
Luxembourg	Single Point Of Contact Interface ("Guichet Virtuel Unique")	Centre for Information and communication technologies of the State together with the Ministry of the Economy and Foreign Trade and the Ministry responsible for SMEs.
Malta	Malta's Better Regulation Strategy	Chief Executive Officer, Management Efficiency Unit
Poland	"Better Regulations" - Regulatory Reform programme for the years 2010-2011	Ministry of Economy
Romania	Transparency And Participation In Public Administration (The Implementation Of The C.L.E.A.R. Tool)	Public-Private Partnership. (See description of the case in paragraph 6)
Slovak Republic	Central portal of Public Administration with electronic services and shared services	Ministry of Finance Ministry of Interior Government Office National Agency for Networking and Electronic Services (NANES)
Slovenia	Reduction of Administrative Burdens, Administrative Simplification, Removing Unnecessary Bureaucracy	Ministry of Public Administration
Spain	Independent Evaluation of the degree of implementation and success of the NRP	National Agency for the Evaluation of Public Policies and Quality of Services
Sweden	Delegation for e-Government	

Table 2: National cases/projects collected and described in the study

The questionnaire for 2010 update (see Annex I, reflecting changes included in relation to previous template) included a table to classify the cases in relation to their orientation, being divided in:

- **Working Areas:** Reduction of Administrative Burdens (RAB), simplification, Better Regulation (BR), Regulatory Impact Analysis (RIA), e-government, integrated back-office functions, sharing resources, Public Administration Reform (PAR), Quality Management area (QM), structure, Research and Development (R&D), innovation;
- **Public policies:** for cases dealing with a policy review, ex post evaluation, or with a specific policy;
- **Lisbon Strategy:** for those cases connected to Lisbon Strategy for Growth and Jobs:
 - A more attractive place to invest and work
 - Knowledge and innovation for growth
 - Creating more and better jobs
- **Public Administration:** for cases oriented towards measuring citizen perception on quality of Public Administration, improving transparency and participation, administrative capacity, or institutional competitiveness.

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The following table shows the orientation of the cases or projects collected in 2010 match according to the different categories established:

		Reduction of Administrative Burdens	Simplification	Better regulation	Regulatory Impact analysis	e-Government	Integrated back-office functions	Sharing resources	Public Administrative Reform	Quality Management Area	Structure	Research and development	Innovation	Policy review	Ex post evaluation	Specific policy	A more attractive place to invest and work	Knowledge and Innovation for growth	Creating more and better works	Measuring citizen perception on quality of Public Administration	Improving transparency and participation	Improving administrative capacity	Improving institutional competitiveness	
		Working Areas Orientation											Public Policies	LS for Growth & Jobs	Orientation to Public Administration									
Austria	AT																							
Belgium	BE																							
Cyprus	CY																							
Czech Republic	CZ																							
Denmark	DK																							
Finland	FI																							
Greece	EL																							
Italy	IT																							
Lithuania	LT																							
Luxemburg	LU																							
Malta	MT																							
Poland	PL																							
Romania	RO																							
Slovak Republic	SK																							
Slovenia	SI																							
Spain	ES																							
Sweden	SE																							

Table 3: Orientation of National cases

Comparing the corresponding cases/projects reported by these 17 Member States in the study performed in 2008, it can be seen that more than half of the MS participating in the 2010 study retained the same national case presented in 2008 (Cyprus, Czech Republic, Finland, Greece, Luxemburg, Lithuania, Spain, Romania and Slovak Republic) and sent an update of information on adjustments made and expected/achieved results.

Other Member States as Malta or Slovenia broadened the scope of the project by moving it to consolidated strategy of the same type (in the field of BR, RAB).

About 25% of Member States that participated in 2010 update presented completely different cases that go from specific or sectoral projects to global strategies. Unfortunately, no information is provided on the achieved results by the former replaced cases. But, when studying again the pairs of cases from these Member States, in the Austrian cases, despite to be different cases, its orientations show that 50% of their lines of work remain focused on "Innovation", "R&D" and "Knowledge and Innovation for growth". There also is relationship, in less degree, between the cases presented by Poland, whilst there is not connexion between the orientations of the Danish and Italian cases.

And last but not least, there are Members States, as Belgium, whose projects are limited to the scope of Innovation, Sweden which avoids choosing "the most relevant case" and opts to mention an outstanding example and Estonia that informs on a set of projects in state of planning.

When comparing the orientations marked in the 2010 questionnaire with the corresponding orientation for the national cases/projects of the same 18 Member States whose cases or projects were classified, it is possible to analyse the evolution of the cases:

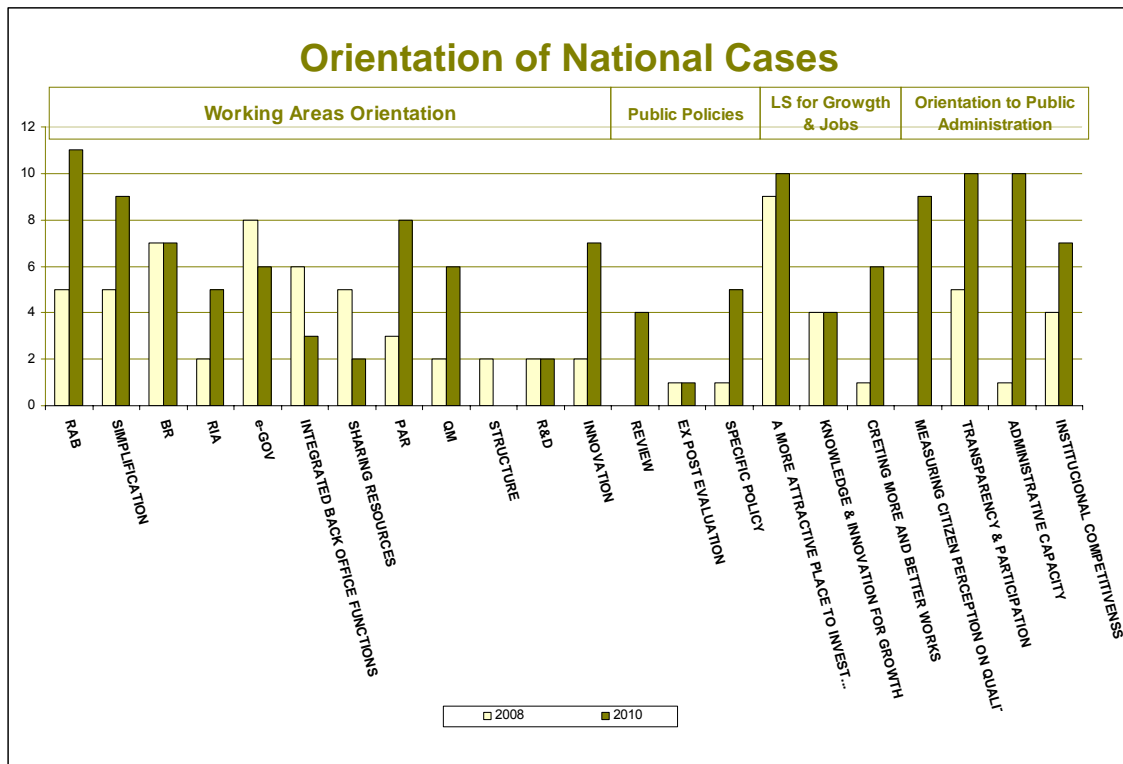


Image 1: Variation in National cases orientation

A global view of the all the cases shows that the most frequent orientations in the 2010 update study match toward “Reduction of Administrative Burdens (RAB)” followed by “A more attractive place to invest and work”, “Transparency & Participation” and “Improving administrative capacity”. On the contrary, the least frequent categories in 2010 are “Structure”, “Ex-Post Evaluation”, “Sharing resources” and “Research & Development”.

When comparing the variation of the frequency of each category, in 2010 some categories increased dramatically in comparison to that of 2008, “Improving administrative capacity” mainly, followed by “RAB”, “Public Administration Reform (PAR)”, “Innovation”, “Creating more and better jobs” and “Transparency & participation”. Slighter increases are reflected by “Simplification”, “Quality Management (QM)” and “Policy Review”.

The option “Measuring citizen perception on quality of Public Administration”, incorporated first time in 2010 study, matches with a big number of national cases.

The number of cases oriented toward “Integrated back-office functions” and “Sharing resources” has decreased considerably in relation to that of the 2008 study. Although “e-Government (e-Gov)” is mentioned as one of the pillars for the implementation of National Reform Programs, this category (as well as “Structure”) shows a slight decrease in 2010.

Finally, there is not variation in “Better regulation (BR)”, “Research & Development (R&D)”, “Ex post Evaluation” and “Knowledge and Innovation for growth”.

In addition to the global analysis of the case orientation, it is interesting to compare the pairs of cases that each country sent in 2008 and 2010, thus by this way it can be seen the fields that prevail in both cases and, therefore, the evolution and priorities of the Member States governments. The most prevailing guideline for Member States with this update is “BR”, followed by “RAB”, “e-Gov” and “A more attractive place to invest and work”.

Lessons learned/ possible recommendations

The number of Member States that included Lessons learned or Recommendations in their contribution to the 2010 update of the “Evaluation of the added value by the public administration to Lisbon Strategy goals” were 12, what represents a 67% of the total of the participating MS. These lessons learnt referred both to the National Action Programmes and to the corresponding national cases.

There is not a common approach for informing about the lessons learnt. There are, nevertheless, some coincident tips among the lessons offered by the MS:

- The role played by the Human Resources Management in Public Administration, as key drivers for the implementation of the actions or initiatives, especially in regard to civil service training oriented to the performance of assessments, and the need for top management commitment. Some procedural recommendations are offered on the allocation of the responsibilities and resources, in order to succeed in the development of initiatives related to BR and RIA.
- The link between an effective public administration reform and a strengthened MS competitiveness as business location.
- The necessary fostering of citizen and stakeholders involvement by means of information campaigns and public surveys.
- The increasing commitment to promote and ensure transparency and accountability by means of monitoring and evaluation mechanisms.

(See paragraph 8).

5. MAIN CONCLUSIONS

The purpose of the study:

Whereas the original study consisted basically of a data collection and a summary of the actions adopted by the MS in relation to LS goals, this update aims to show the general turnaround in public strategies to cope with the economic situation in the European Union after the last study developed by Slovenia.

The coordination of National Action Programme:

Most National Action Programmes were adapted to the second cycle of the renewed Lisbon Strategy (2008-2010) and are being complemented with another public plans or initiatives to reduce the impact in the national economy of the global economic situation.

In general, no changes in the coordination responsibilities are shown. One specific national unit or body is still dedicated to NAP coordination.

The part of NAP related to the functioning of public administration system:

Some MS included a detailed list of public strategies or projects; or a core group of national measures to contribute to the realisation of LS goals. In a few cases MS avoided choosing concrete measures related to the functioning of public administration system.

It can be summarized that the most significant attention is focused on the actions oriented toward:

- h) Improve the efficiency and productivity of Public Administration, towards the rationalization of public expenditure and the reduction of time spent in administrative procedures for a better service to citizens and enterprises.
- i) Incorporate the Regulatory Reform through Regulatory Impact Assessment and Better Regulation.
- j) Reduce the Administrative Burdens in procedures to enterprises and citizens to improve the work and business environment.
- k) Strengthen competitiveness, which has shown to be one of the roots of the economic crisis in Europe
- l) Implement institutional changes to restructuring public sector reducing/merging the number of Administrative units or levels, aimed at finding synergies and creating a new and more efficient structure, by means of the removal of overlapping functions.
- m) Boost and enable the innovation as a main support for increasing the productivity in all the economic sectors.
- n) Enhance transparency and accountability, opening the information to the citizens in order to explain public actions, and to submit public performance to the evaluation by interested actors.

The established monitoring and evaluation mechanisms:

Fundamentally are based on regular reports how far along the process of implementation each Member State is in order to achieve LS goals. Some MS also track specific indicators regarding the competitiveness and effectiveness of Public Sector.

As a result of the current economic situation, the assessments have increased the focus on the appraisal of the public expenditure related to national implementation. The shortage of resources has also affected any pre-scheduled process for the implementation of monitoring and evaluation mechanisms.

In Spain, an independent assessment of the success of the NRP is established in parallel with the monitoring mechanisms.

A great value is given to the recommendations made by the European Commission's assessments.

The national cases contributing to the Lisbon agenda:

More than half of the MS participating in 2010 study retained the same national case presented in 2008 sending update of information on adjustments made and expected/achieved results.

Other Member States broadened the scope of the project by moving it to consolidated strategy of the same type (in the field of BR, RAB).

About 25% of Member States that participated in 2010 update presented completely different cases that go from specific or sectoral projects to global strategies. Unfortunately, no information is provided on the achieved results by the former replaced cases

On a global approach to the orientation of the cases, the highest focus is put on the projects oriented toward "Reduction of Administrative Burdens (RAB)" followed by "A more attractive place to invest and work", "Improving transparency and participation" and "Improving administrative capacity".

Some of these categories increased dramatically in comparison to that of 2008, "Improving administrative capacity" mainly. The raise of the focus on in particular, RAB, "Public Administration Reform (PAR)", "Innovation", "Creating more and better jobs", "Transparency & Participation" and "Improving administrative capacity" is also significant.

The number of cases oriented toward "Integrated back-office functions" and "Sharing resources" has decreased considerably in relation to that of the 2008 study. Although "e-Government (e-Gov)" is mentioned as one of the pillars for the implementation of National Reform Programs, this category (as well as "Structure") shows a slight decrease in 2010.

Comparing the pairs of cases that each country sent in 2008 and 2010, the most prevailing orientation is "BR", followed by "RAB", "e-Gov" and "A more attractive place to invest and work".

The representativeness and utility of the study:

There is a majority of countries (about 67% in number of Member States) that submitted their inputs to participate in this update. Therefore, the results in this report may be considered as representative of the whole European Union, even although some of the most populated countries, as Germany, France and United Kingdom did not take part in the update. It is remarkable that the report refers to policy of the Member States as individual entities reflecting their equal status in EUPAN, no matter of what size the country is.

Furthermore, the results of this update give an overview of the turnaround in the public administrative focus and of the allocation of resources when playing the role of contributing to competitiveness, economic growth and to the goals of the Lisbon Agenda. By this way, these results support policy learning and can be used as a basis for further activities to be included in the action plans for Public Administration system in the upcoming cycle (Lisbon Strategy after 2010: Europe 2020).

Moreover, the provided information on national cases, complemented with the additional sources of information can be used by Member States as an updated collection of good practices for benchmarking purposes.

6. CO-ORDINATION AND NATIONAL ACTION PROGRAMMES

AUSTRIA

Coordination

The implementation of the Lisbon Strategy in Austria is coordinated by the Federal Ministry of Economy, Family and Youth, i.e., the Ministry of the national Lisbon coordinator (Minister Mitterlehner). All "Lisbon-relevant" ministries, social partners, and regional and local authorities are involved in the preparation and final setting up of the national reform programme. Various meetings (in different formations, i.e. technical and high level) take place during the "Lisbon year." The preparation of the micro-, macro- and employment part of the reform programme is done at the technical level by the Ministry of Economic, Family and Youth (micro- and employment-part) and by the Ministry of Finance (macro-part). Before it is sent to Brussels, the National Reform Programme is on the agenda of the Council of Ministers.

There are informal relationships between the body responsible for the co-ordination of Lisbon Strategy Goals and the body taking part in IPSG activities (Federal Chancellery, Directorate General for the Public Service and Administrative Reform).

National programme

A modern public administration is regarded as a key prerequisite for a successful competitive business location and the basis of the people's essential trust in the state. Therefore "public administration reform" is an important part of strategic core area 1, "sustainability of public finances." The following projects are a selection of the current administration reform programmes in Austria:

- One-Stop-Shops for several administrative procedures (birth, death, marriage)
- Consolidation of ICT-Infrastructure and support services
- VOIP-Communication
- Register of births, deaths and marriages
- Unified portal for enterprises
- Shared Services (Libraries, Printing, Fleet of Vehicles...)
- Benchmarking Forum
- Community Associations

Monitoring and/or evaluation mechanisms for the appraisal and revision of the projects

Every 6 months a progress report is forwarded to the council of ministers.

BELGIUM

Coordination

In Belgium, where important policy areas are the partial or exclusive responsibility of the Regions or Communities, an intense cooperation takes place between the Federal Government and the Governments of the Regions and the Communities. The different Governments approve the final National Reform Programme. This consultation is organised in a political advisory committee created for this purpose and the consultation committee which brings together the different authorities.

The political advisory committee is chaired by the secretary of the consultation committee and is composed of representatives of the Minister-Presidents (of the Regions and the Communities), of

the Deputy Prime Ministers, of the Federal Public Service Foreign Affairs and the Secretary of State for European Affairs, as well as representatives of the other Federal Public Services concerned, when the committee deems it necessary.

An Editorial Committee headed by the Chancellery of the Prime Minister drafts the Programme. A public authority prepares each important chapter: the FPS (Federal Public Service) Finance for the macro-economic chapter, the Federal Planning Bureau for the micro-economic chapter (in collaboration with the FPS Economy) and the FPS Employment for the chapter on employment. The Regions and Communities are also represented on the Editorial Committee.

Finally, the Parliaments are involved in the drafting of the programme. Thus the Federal Parliament is invited in advance to make its contribution to the political advisory committee. For this purpose the Parliament organises hearings with the participation of the Ministers who are most concerned.

The matters dealt with in the National Reform Programme make the social partners of primary importance. A consultation takes place via the Central Economy Council (CCE/CRB) and the National Labour Council (CNT/NAR). Civil society is also consulted in the framework of the Federal Council for Sustainable Development (CFDD/FRDO). All these bodies are invited to give advice to the Government and to the Editorial Committee in connection with the drawing up of the programme.

Belgium has an innovation system. It is a complex framework of poles of competence that are composed of interacting actors who drive innovation in Belgium. To ensure that investment in research bears fruit, the conversion of research results into industrial activity and is being promoted by partnerships between universities, research centres, and businesses, and by the transfer of knowledge and technologies between these actors.

National programme

National Reform Programme 2008-2010 came into being in October 2008. The programme comprises six priorities (called axes).

- Axis 1: Higher employment
- Axis 2: Reduced labour and business costs
- Axis 3: Encouraging entrepreneurship and innovative economic forces
- Axis 4: Improved social protection and the fight against poverty
- Axis 5: A sustainable environmental and energy policy

Innovation projects:

- Fed20 (Identification and development of Indicators (KPI) of the Human Resources management performance in the federal public administrations)
- Inventory of the tools of good governance /management in the federal public administration
- Federal website
- Citizen/customer oriented services development
- Total Quality Management in Public Administration
- Review of social protection in Belgium

CYPRUS

Coordination

The body that takes the ultimate decisions on issues related to the National Reform Programme (NRP) is the Council of Ministers.

The body responsible for coordination and, in general, for the Lisbon Strategy is the Planning Bureau (PB). Specifically, a unit has been set up under the Directorate of Sectoral Economic Policy, Studies and Evaluation of Development Projects (I) within the PB. Its responsibilities include the following:

- Coordinating the work of the Technical Committees (11 in total);
- Monitoring and promoting the implementation process for the actions included in the

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(UPDATE 2010)

- National Reform Programme;
- Contacts and consultation with the competent authorities of the European Union;
- Organisation, preparation, and technical support of the meetings of the National Advisory Committee and the Coordinating Committee as well as the meetings of the Technical Committees;
- Organisation of seminars and workshops to inform social partners, political parties, and journalists;
- Overall coordination in the preparation and final drafting of progress reports.

In addition to the above, the following committees have been set up: The National Advisory Committee is the Economic Advisory Committee extended with the participation of representatives of local authorities and other organised groups (farmers, consumers, NGOs) as well as political parties. It is convened at least twice a year and has the following functions:

- The members of the National Advisory Committee are informed by the Minister of Finance, who is the coordinator at the political level, on Lisbon Strategy issues;
- Review of progress achieved in the implementation of the measures included in the NRP;
- Recommendations for the formulation of policy as well as general guidelines for the continuous improvement of the overall programme;
- Exchange of views regarding the additional measures that are needed to tackle effectively the challenges faced by Cyprus.

The Coordinating Committee is chaired by the National Lisbon Coordinator at the technocratic level, who is the Director of Planning of the Directorate of Sectoral Economic Policy, Studies and Evaluation of Development Projects (I) of the PB, and is convened every three months or earlier if needed for a comprehensive review of Lisbon Strategy matters. It consists of representatives or coordinators from the following Ministries and Services:

- PB
- Ministry of Commerce, Industry, and Tourism
- Ministry of Labour and Social Security
- Ministry of Agriculture, Natural Resources, and Environment
- Ministry of Communications and Works
- Ministry of Finance
- Human Resource Development Authority (HRDA)

Secretariat: PB – Directorate of Sectoral Economic Policy, Studies and Evaluation of Development Projects (I)

The Coordinating Committee has the following responsibilities:

- Submission of progress reports to the National Advisory Committee;
- Monitoring the work undertaken by the Technical Committees (TC) and the setting of priorities;
- Coordination and cooperation between the Planning Bureau and other ministries and services of the public and private sectors;
- Coordinating and monitoring consistency and coherence between the NRP and the National Strategic Reference Framework;
- Monitoring the on-going progress and submission of reports, recommendations, and proposals to the Minister of Finance;
- Informing and exchanging views with the political parties and informing the competent Parliamentary Committee at regular time intervals.

Technical Committees: Eleven TCs have been set up and are responsible for the various policy

areas of the Lisbon Strategy (TC on Macroeconomic Challenges, TC for the promotion of R&D, TC for the Promotion of Innovation, etc.).

Relationships with body represented in IPSP

The body responsible for the co-ordination of Lisbon Strategy, i.e. the Planning Bureau informs all Ministries/ Departments regarding the progress achieved in the implementation of the NRP and in the same way the Ministries/ Departments inform the Planning Bureau of any developments in their activities/ measures which have an impact on the NRP. To this end, the Public Administration and Personnel Department, which is the body taking part in the IPSP activities, communicates on a regular basis with the Planning Bureau. In addition, the Minister of Finance, who is the coordinator of the Lisbon Strategy at a political level, is actually the link between Planning Bureau and the Public Administration and Personnel Department, since both departments fall under the Ministry of Finance.

National programme

There is significant room for improvement in the area of public administration, taking into account the changed environment that Cyprus faces following its accession to the EU. Over the past few years Cyprus has managed to sufficiently staff a number of ministries and departments that were in need of immediate enhancement of their capacity in order to be able to effectively implement the *acquis communautaire*, as well as to establish and sufficiently staff new, independent organisations in line with the *acquis* (e.g., Internal Audit, Office for the Commissioner for Data Protection, etc.). The main goal in this area is to increase the efficiency of the public sector so as to be in a position to function effectively within the changed environment resulting from membership in the EU, the globalisation of the economies, and rapid technological changes.

Projects included:

With a view to increasing the efficiency of the public sector as well as enhancing transparency and accountability, the Government is promoting a number of projects and measures:

1. Design of a new performance appraisal system in the public service;
2. Further promotion and implementation of the Common Assessment Framework (CAF);
3. Design of a Code of Conduct for civil servants;
4. Further modernisation of job schemes;
5. Acceleration of recruitment procedures through the amendment of the Public Service Law;
6. Development of one-stop-shops in the public service;
7. Continuous Training/Learning in the public service via Learning Units;
8. Direct provision of learning to civil servants by the Cyprus Academy of Public Administration;
9. Introduction of Citizens' Charter and Citizen's Guides.

Monitoring and/or evaluation mechanisms for the appraisal and revision of the projects

The monitoring and evaluation of these projects is conducted by the Management team of the Public Administration and Personnel Department (PAPD), consisting of the Director and the Chief Public Administration and Personnel Officers, in close cooperation with the leaders of the subgroups/ teams, which have been created for the implementation of each project. Regular meetings are taking place to monitor the progress achieved in each project and to agree on the way forward and on the actions to be taken.

As mentioned above, the Planning Bureau (PB) has the role of coordinator for the progress of implementation of the Lisbon Strategy. Therefore, due to its role, it actually performs a kind of independent evaluation of the degree to which the Line Ministries are implementing the measures included in the NRP and points out to the Minister of Finance those measures that are behind

schedule. In addition, the PB prepares a report twice a year, which is submitted to the Council of Ministers, which includes the areas that are behind schedule and recommendations/ actions to intensify the efforts. It should be noted that the Annual Commission Mission consisting of representatives of the European Committee assesses every year the implementation of the NRP, gives a mark and makes recommendations to each country.

Indicative indicators for measuring the results are the following:

- Increase in the number of CAF users per year;
- Number of people trained in the new performance appraisal system;
- Increase in the number of people served at one-stop-shops;
- Number of Citizen's Guides developed;
- Decrease of time needed for completing a recruitment procedure.

CZECH REPUBLIC

Coordination

The responsibility for the coordination of the Lisbon process stays with the office of The Deputy Prime Minister for European Affairs. A representative of this office is responsible for the coordination of the inter-ministerial group in which representatives of all the relevant ministries including the Ministry of Interior, which is responsible for the regulatory reform in the Czech Republic, participate. Regarding the partnership principle, the Office of the Deputy Prime Minister for European Affairs also presides over the group of relevant economic and social partners who are also engaged in questions of the Lisbon Strategy. The office of the Deputy Prime Minister for EU affairs prepares the National Reform Programmes and implementation reports, in which the Better Regulation agenda was identified as one of the most important components in the Czech Republic.

This should remain the case also for the coordination of the new strategy for sustainable growth and jobs called 'Europe 2020', which is currently under preparation. However this information is only preliminary regarding the current state of play of the process.

National programme

Generally two measures were included in the National Action Programme and both of them are related to the implementation of the principles of regulatory reform in the decision-making process in the Czech Republic (Better Regulation Strategy). The first one included the incorporation of the Regulatory Impact Assessment (RIA) system in the process of preparing legal drafts at the central state administration level (please read more on the RIA process in the Czech Republic in further sections below). The second is the Government programme on the reduction of administrative burdens for businesses with its approved reduction target of 20% to be completed by the end of 2010.

The programme on reduction of administrative burdens for businesses is also related within the range of tools applied to the simplification of administrative procedures linked to the implementation of the Government Strategy on e-Government. In its first phase this one was carried out mainly through the introduction of one-stop-shops providing the businesses with the possibility of registering a company at one place such as the regional offices of the Chamber of Commerce. Another example represents the single contact points for citizens - the so-called "Czech POINTs" – operated at municipal offices and the premises of the Czech Post to allow citizens to obtain official records especially from four main registers (Register of Companies, Land Register, Criminal Record, and Trades Register).

Further step in the e-Government Strategy was completed on 1 November 2009 when the Act No. 300/2008 Coll., on electronic operations and authorized conversion of documents came into force which introduced the obligation for all public authorities (e.g. central state administration authorities,

local governments authorities, and institutions established by local or state governments etc.) to use data boxes (or so-called eBoxes) instead of a traditional paper form for official communication. It means that since then the public authorities have to communicate with companies (and citizens, if they prefer so, see below) only via data boxes and, on the other hand, entrepreneurs and businesses as well as citizens can use their data boxes to apply for all kind of permissions, approvals or licences. Whereas the communication of public authorities to businesses is compulsory (the data boxes for companies were created by law), the communication of businesses and citizens with the public authorities is optional - one can choose a preferred way of communication (a citizen may request the creation of a data box for free).

The use of data boxes reduces the bureaucracy for citizens and businesses and enhance the usage of the electronic delivery where possible instead of the paper form under the following principles: delivery of documents via the data boxes is guaranteed, the owner of the data box is notified when he receives a new message, he or she can choose the preferred form of notification (SMS, e-mail etc.), and the message is considered as received and read in 10 days after being sent.

Monitoring and/or evaluation mechanisms for the appraisal and revision of the projects

Both above-mentioned projects are regularly reviewed with the annual reports to be submitted to the Government with concrete proposals for adjustments of the process and next steps to be approved.

In the case of reduction of administrative burdens the concrete indicators are based on the actual amount of administrative burden reduced and the progress in the fulfilment of the approved reduction target. The latest data as of December 2009 show that the actual reduction in comparison to the baseline as of 2005 (the year of the measurement) is 13,05% (e.g. reduction of administrative costs for businesses by 9,62 bn. CZK). The last set of draft laws proposed by the government in a view of further reduction of administrative burdens has been approved by the government and sent to the Parliament with the expected final vote to take place along the year 2010.

DENMARK

Coordination

Each minister is personally accountable for any activity within the ministry relating to the Parliament, including activities related to reaching the Lisbon Strategy goals. A ministry is responsible for both political and administrative affairs in its departments and agencies. This involves a high degree of autonomy.

The Ministry of Finance is the coordinating body of the Lisbon Strategy, but the responsibility of the initiatives lies in the relevant ministries.

National programme

The Government's Quality Reform sets out a number of initiatives designed to increase public-private partnerships and the competition exposure of public contracts, as well as a range of initiatives to promote free choice. The key initiatives were described in Denmark's National Reform Programme 2007.

The initiatives on competition exposure and free choice form part of the Government Platform from 2007 and will be implemented in the period from 2008 to 2010. The Government's initiatives on public sector competition should be seen in the context of a multi-annual agreement concluded in 2006 to increase the competition exposure of municipal contracts until 2010. Since 2006, the municipalities have increased the proportion of contracts exposed to competition by approx. 3 percentage points to 24.8 per cent. The target for the competition exposure of municipal contracts has been set at 26.5 per cent in 2010.

In June 2008, the Government launched an action plan to liberate resources for service provision to citizens. Plan for liberation of resources to services towards citizens suggests four ways to liberate resources: 1) Lower administrative costs; 2) Lower procurement and energy costs; 3) Less absence

due to sickness; and 4) New technology and improved work planning. Against the backdrop of the action plan, the Government and the municipalities in 2008 entered into a multi-annual agreement to liberate municipal resources totalling DKK 1 billion in 2009, increasing to DKK 5 billion in 2013. The Government is to support this effort through initiatives to benefit the municipalities (simplification of rules, digitalisation, etc.), contributing 50 per cent of the liberation of resources agreed upon. The municipalities themselves are to contribute the other 50 per cent. The liberated resources are to remain in the municipalities to be used for provision of services to citizens.

The Government decided in 2008 to spend 0.4 billion Euros on co-funding investments in labour saving technologies and new ways of organising work processes in the period of 2009 to 2015. The ABT Fund supports projects as diverse as telecommunication in the Danish courtrooms, robot vacuum cleaners in the eldercare service and digitalisation of data in relation to public building construction projects. Projects that can generate a positive business case regarding productivity and service improvement will be implemented nationally. Some of the benefits of investing in labour saving technologies are re-allocation of resources from administration to more citizen centred care.

The cross public sector strategy for digitalisation of the public sector 2007-2010 comprises 35 initiatives, targeting service improvements, efficiency enhancement and improved cohesion across all areas of the public sector. A series of initiatives have already been launched as part of the implementation of the strategy:

- A new digital signature will be introduced in the middle of 2010. Under an agreement with the financial sector, the signature may be used both for online banking log-in and to log into public services. The new digital signature may be used, safely and easily, from all computers with internet access.
- A digital document box will be launched in the first half of 2010, enabling citizens and enterprises to digitally send and receive documents to and from public authorities. Another feature of this solution is the opportunity of text reminders of scheduled hospital appointments, etc.
- As a step towards full digitalisation of business sector reporting to the public sector, the Government has taken the initiative to make 21 digital reporting schemes compulsory in 2010 and 2011. This initiative will generate significant efficiency gains – for the benefit of both the public sector and the business sector.
- The Government, municipalities and regions have agreed on an eDay3. Under this agreement, all public authorities must, by 1 November 2010, comply with three objectives, designed to boost digital communication with citizens. Moreover, national campaigns will encourage the use of digital self-service solutions.

ESTONIA

Coordination

In Estonia the role of the co-ordinator lays in the State Chancellery (supporting body for the prime minister and cabinet of ministers). There is established by the State Secretary (the head of the State Chancellery) the Inter-ministerial Competitiveness Working Group responsible for the elaboration and implementation of the Lisbon Action Plan.

In addition to the mentioned working group there are also consultations with the main partners and experts.

The coordination is done by the working group mentioned above and the State Chancellery. The working group consists of representatives of the various ministries that have the responsibility to represent different policy areas as well.

Relationships with body represented in IPSCG

There are no specific relationships established. The information is shared inside the Ministry of Finance.

National programme

The Estonian government has approved updated National Action Programme 2009-2011 on 5th of November 2009. As the main goals and measures remained the same as in the previous programme (2008-2011), some new were added (also concerning the public administration).

In the action programme is stated the improvement of the effectiveness of the public sector as very important goal.

To achieve the goal to improve the effectiveness of the public sector there are already in implementation or planned following projects:

- 1) the decrease of the costs of the central government (2008-2009) (personnel and other costs connected with public administration);
- 2) the establishment of the rules concerning the financial discipline of the local governments;
- 3) changes in the principles of calculating the state fees;
- 4) the centralisation of the support structures of the state agencies;
- 5) change and optimisation of the structures of the ministries;
- 6) the analysis of all public services provided by the state and local government agencies and the abolishment of the unnecessary bureaucratic requirements;
- 7) the analysis of the bodies under private law established by state and other type of institutions in public sector in order to establish the long-term policy with goal to merge the structures with the overlapping functions.

Monitoring and/or evaluation mechanisms for the appraisal and revision of the projects

The results will be measured by the government (cabinet of ministers), the State Chancellery will prepare the necessary materials with support of the relevant ministries.

The results will be measured by approved indicators. For the measurement of the effectiveness of public sector there are 2 main indicators: the proportion of the costs of the central government from the GDP and the number of the local government, which are having financial difficulties. Also there are stated different indicators to measure the satisfaction of the users with public (e-)services.

FINLAND

Coordination

The Finnish National Implementation Programme (2005–2008) was based on the Finnish Government's programme, the budgeting frameworks and the budget proposals, the strategic portfolio of the government, the futures report of the Government, and "Finland in the Global Economy," a report commissioned by the Prime Minister.

The programme was coordinated by Director General Anne Brunila of the Ministry of Finance together with the Prime Minister's Office and a coordinating group consisting of the representatives of the relevant ministries. Augmenting Ministry of Finance material, material for the programme was received from the Ministry of Trade and Industry, the Ministry of Education, the Ministry of Social and Health, the Ministry of Environment and the Ministry of Labour. In addition, the Ministry of Transport and Communication and the Ministry of Interior also participated in the preparation of the programme. The coordinating group also heard representatives of trade unions and the association of local and regional authorities.

The programme was also discussed in two seminars attended by representatives of civil society and academia. The programme was presented to the Parliament.

National programme

The Finnish National Lisbon Implementation Agenda includes 11 target areas. These include enhancing the productivity of the public sector and securing the welfare services. These goals have been implemented through the public sector productivity programme and through the project that aims at restructuring municipalities and services.

The productivity programme

The Government has also other programmes that are close to the policy programmes, but are still not among those. Two such cases are the Productivity programme and the Basic Services Programme. The Basic services programme is introduced more in detail in the next chapter on multi-level governance.

The productivity programme differs a little from the policy programmes and from the basic services programme in the fact that it is not lead by a ministerial group. The Productivity programme is co-ordinated by the Ministry of Finance in close association with other ministries that have developed a systematic way to improve their productivity since 2004. In the Productivity Programme, the ministries have included the main goals, activities, and their effects to the budget frame and plan since 2005, including the municipal sector and NGOs funded by state. Besides the trade unions, the key organisations co-ordinated into the programme include the Government Institute for Economic Research (VATT), Statistics Finland (TK) and National Research and Development Centre for Welfare and Health (STAKES), the key organisations of the productivity development and measurement in Finland.

The programme has so far been implemented in two phases (working groups) steered by the Ministry of Finance. The work on the programme in this phase was co-ordinated through various sub-projects set and steered by the steering group, to a large extent in the form of the work by the civil servants of the Ministry of Finance but also through co-operation with other Ministries and organizations.

The active programme phase ended at end of 2007. However, the Government Programme of Prime Minister Matti Vanhanen's second Cabinet is continuing the implementation of the productivity work until 2011 (and even until 2015 by later decisions). Since 2007, the implementation of the productivity work has been based on the government programme and has been run as an integrated part of budget steering by means of spending limits and annual budget process and performance management practices. Furthermore, the Cabinet and its Committee on Economic Policy monitors preparations and implementation of the programme regularly. Also the second phase relies heavily on the co-ordination of the programme by the Ministry of Finance.

The measures to be taken by the various administrative branches were clearly stated on the spending limits decision and the full directions of the development of the productivity programmes. The administrative branches finalised their productivity programmes in October 2005. After that the drafted programmes were brought together by Ministry of Finance and distributed for the use of the government. The compendium of productivity programmes of administration branches were then under Government discussion for the first time.

The first phase resulted in almost 200 productivity development projects, including all the administrative branches. These projects included several cross-administrative projects. Each administrative branch had on average 4-29 projects. To sum up the concrete results, there appeared to be a possibility to decrease the number of staff by 9,645 people by 2011.

The spending limits decision was drafted on the basis of the ministries' proposals for new productivity measures or their general targets. The aims set include the improvement in the productivity through structural reforms and various activities and processes by of the administrative branches.

The productivity measures of the second phase will be implemented so that they will affect the personnel requirement in 2012–2015 at the latest. These measures will be implemented in addition to productivity measures already decided on and the on-going productivity measures across administrative branches. The Cabinet Committee on Economic Policy monitors preparation and implementation of the measures regularly. The work is being carried out in close co-operation with other development programmes on state administrations and experts in the relevant areas are being

heard when needed.

The MOF and the productivity programme is thus being continued to create better efficiency and productivity measures for the state administration. The work continues to be co-ordinated with the trade unions as well as the Government Institute for Economic Research (VATT), Statistics Finland (TK) and National Research and Development Centre for Welfare and Health (STAKES) - the key organisations of the productivity development and measurement in Finland.

The Project to restructure municipalities and services

Government launched the project to restructure municipalities and services in 2005. Framework legislation concerning the reform came into force in Feb 2007 and is in force until the end of 2012. The legislation sets certain obligations to the municipalities they have to perform.

More efficient and effective services have been one of the aims of the project. Municipal mergers are expected to increase effectiveness. The availability, quality and productivity of municipal services need to be secured also in the future.

Objectives of the reform to Restructure Municipalities and Services are a sound structural and financial basis for the services that municipalities are currently responsible for, in order to secure the organisation and provision of such services in the future, with due regard to the required standard of quality, effectiveness, availability, efficiency, and technological advancement.

With this project the municipal structures are to be strengthened by merging municipalities and by incorporating parts of some municipalities into other municipalities. The changes in municipal boundaries are to be put into effect and their implementation supported in the manner laid down in the Act on Local Authority Boundaries, which was recently renewed (1698/2010).

Furthermore service structures are to be strengthened by forming larger catchment areas for services for which the population basis provided by individual municipalities is insufficient and by increasing cooperation between municipalities.

Operational productivity is also to be improved by making the organization and production of municipal services more efficient and by strengthening the operating prerequisites in the Helsinki Metropolitan Area and other built-up regions with problematic urban structures.

The obligations include, for example, that there has to be a population of about 20 000 at least in a municipality or a partnership area that is responsible for primary health care and closely associated social services. A population of about 50 000 at least is required from a municipality or a partnership area authorized to provide vocational basic education. This sort of demographic structure can be reached either by merging small municipalities or by setting up partnership areas.

The municipalities may choose what measures they use when aiming to implement the act. With a view to this, local authorities will look for suitable partners themselves. This means that the State does not dictate how local authorities should meet the obligation for a minimum population base. New and stronger public bodies will then decide how they wish to deliver their services. When talking about services, customers are always the main focus. At present, the aim is to find into ways to better allow customers to choose whom they want their services from.

The Government gave its report concerning the project to the Parliament in November 2009. In the report's context, an evaluation about the progress was made and guidelines for the reform's continuation and possible legislative or other changes were made. The Parliament will give its statement in the spring 2010.

In the report an extensive evaluation both on the results and impacts of the reform was made. It was stated that the reform has proceeded towards the aims of the framework legislation, but the focus has been more on structures (municipal and administrative) than in the development of services. In the report it was remarked that the reform is still unaccomplished. The fact that the legislation concerning the reform has been in force only about 2,5 years also made and makes it difficult to evaluate the impacts of it on e.g. productivity, service development etc. However some rather tentative evaluations were made.

Renewal of municipal structures was considered rapid, but this structure is still not cohesive enough. There is also about 60 municipalities that have not made decisions concerning their means to reach

the population basis of 20 000 inhabitants in social- and healthcare.

One may find several reasons behind this. Probably one of the biggest is that according to the constitutional independence of the Finnish municipalities it was up to the municipalities themselves to choose between the means offered in the Framework Act. If a municipality has under 20.000 inhabitants it could choose between two means to reach this population base, which the Framework Act demands for primary health care and closely associated social services: a municipal merger or a partnership area (cooperation). Most municipalities under 20 000 have found their solution during the programme implementation. After the Act came into force municipalities had little over half a year (until end of Aug 2007) to report to the government how they were going to implement the reform. The reasons why they haven't found the solutions are several:

- Neighbouring municipalities might have decisions with other municipalities in another geographical direction
- Some municipalities wait for their neighbours' decisions before they know the whole situation
- Problems between neighbouring municipals' relations, political party power dynamics etc.
- Also some municipalities deliberately refuse to do anything. Their decision makers may not see the need for the reform as their economical situation in the short term is seen to be in balance enough and they do not find it necessary to form a larger catchments area or increase the population base. In specific areas one reason has been the deviations made from the population base on the grounds of an archipelago environment, long distances or Swedish-speaking residents or language and culture rights of the Sami people in Lapland. According to the framework legislation, this right to deviate concerns only the population base, not the other aims or obligations of the law. Despite this especially those municipalities that have long distances have however been rather passive during the reform.

The productivity the overall undevelopment of services has not been strongly in the focus of the reform, which was stated also in Governments' report. Especially the development of social and health care services has many challenges partly due to the missing decisions on the structures. The integration of social- and healthcare in the partnership areas has proceeded slowly, even though the situation has developed into a more positive direction. Also planning and co-operation in the urban regions has had many challenges and has not been implemented strongly enough. It seems that without binding legislation, it is problematic to reach sufficient cooperation, coordination, co-financing and co-implementation of infrastructure, housing and other matters in the build-up urban areas, which are split into several municipalities. On the contrary the development in the vocational basic education has mainly reached the reform's aims. The state grants system has been partly renewed, the Basic Public Services Programme has been made statutory and some duties of local government have been transferred to central government accordingly the legislation concerning the reform.

The report also concluded that at some areas new measures are needed in near future. In the report, 57 actions in total were introduced to fulfil the aims of the reform. The main guidelines for the future work were following ones:

- Social and Health Care legislation needs to be reformed in near future as planned in the Government Programme in order to safeguard the permanent regulations concerning these services after the reform legislation (from beginning of 2013)
- The renewal of the ways to produce services as well as specific measures to improve the productivity of basic public services is needed
- In order to safeguard that every municipality will fulfil the population base from beginning of 2013, the government will have authority to oblige the municipalities to form a partnership area(s)
- In order to enhance co-operation in 7 largest urban regions, the government will start to prepare more binding legislation concerning land using, transport and housing.
- Concerning urban regions in general, the government will prepare a special legislation on account proceeding. This proceeding will be applicable in regions where the need for co-operation is unquestioned, but the implementation has not advanced by measures taken by the region itself.

Corporate Governance and IT

For the Corporate Governance method the challenge is twofold. It requires a cultural change from the traditional silos to horizontal government in the common areas. Another challenge is the current regulation also reflecting the traditional sector based steering and decision making. In some areas very important to corporate governance, such as IT, there has been no governmental body with the legislative power to actually steer the functions but the implementation of the state IT strategy has been dependant on the will of different sectors to co-ordinate their policies. The same challenge can be seen e.g. in the personnel and leadership policies of the state. One dimension of the corporate governance is the reorganization of state ownership policy by collecting the functions into the Prime Minister's office. The Ownership Steering department is responsible for state ownership policy, the ownership steering of state-owned companies under the Prime Minister's Office, expansion of ownership base, branch reorganizations, share investments, coordination of ministries' ownership steering procedures and interministerial cooperation.

In the Ministry of Finance a Corporate Governance Management Group has been built two years ago to enhance the State Corporate Governance. It consists of directors generals from the MoF's own departments. Its goals have been to:

- Whole-of Government view and responsibility are emphasised
- Optimising components is minimized
- Productivity has developed positively and it has been secured that there are enough resources
- Economies of scale and synergies result from coherent ways of actions
- Corporate governance is credible, reliable and interactive
- The development has been taken further by timely reforms.

Its duty has been to

- Recognize the pros and targets of the state finance and governance and enhance that they are taken into account in ministries and in their administrative fields
- To organise common services for the state corporate governance and to define common practices when financial or operational gain and better quality can be achieved.

The different parts of corporate governance are the Government Programme, policy programmes, the Government Strategic Document, the budget and the budget frameworks, financial accounts, corporate image, quality of legislation, performance management, productivity development, regionalisation, renewing structures and processes, strategic governance of human resources, corporate governance IT-management and services, corporate governance of real estate and corporate governance strategy for purchasing.

Just recently the Ministry of Finance launched a new project on the development of corporate governance methods. This projects aims at mapping the areas of corporate governance as well as the jurisdictions, steering mechanisms, support functions and rules. The development of corporate governance is very topical in the IT and e-government issues where a lot is happening in this area.

A new eGovernment, eServices and eDemocracy program (SADe, 2009-2014) sets the following priorities for public services: They are available through multiple channels, easily found and supporting the life situations of the citizens or enterprises. Customers see public administration as a coherent entity. The goal is that e-Services will be available for citizens and enterprises in all key areas of service by the end of the year 2013.

Priority is to offer high-quality customer-centric e-services from one or few access points with strong authentication and a single-sing on principle to all customers (citizens and corporations).

The main challenges are getting the customers to use the developed e-services in high volumes, to develop the services with the best possible usability and the modernization of back-end systems at the same time with new e-services development. There are still legal constrains like the limits of data exchange (interoperability).

Under the program there is working group to develop legislation and other methods for better horizontal steering. The biggest challenges are at the area of interoperability.

The ongoing IT strategy work of the Finnish government is among other things pursuing common

architectures and integrated systems to efficiently and cost-effectively provide unified services to administrations, businesses and citizens in accordance to the EU guidelines. Among the first tasks is the definition of the IT architecture baseline and the creation of a common enterprise architecture approach, a framework and methodology, for the Finnish government with further plans to extend it to the whole public administration. The upcoming legislation will make central elements of information architecture compulsorily for whole public sector.

GREECE

Coordination

The major policy actions regarding the Lisbon Strategy goals are decided by the Cabinet. Each Ministry is responsible for implementing these actions in its area of responsibility. The Prime Minister's Office is responsible for coordinating and overseeing the policy actions of different Ministries.

The Prime Minister's Office together with the Ministry of Finance is responsible for coordinating Lisbon Strategy goals and policy actions at administrative level. The Ministry of Finance plays a prominent role as it is responsible for collecting data on the progress of the different action programmes and drafting the National Reform Programme and the Implementation Reports.

Relationships with body represented in IPSCG

Greece is represented in Innovative Public Services Group activities' by the Directorate on Quality and Efficiency of the Ministry of the Interior, Decentralization and e-Government. The political leadership of the Ministry is informed on the Innovative Public Services Group activities' on a regular basis. The Minister of the Interior, Decentralization and e-Government participates in the Cabinet meetings where policy actions to implement Lisbon Strategy goal are decided.

The Ministry of Interior, Decentralization and e-Government and the Ministry of Finance are cooperating on Lisbon Strategy on an ad hoc basis.

National programme

The reform of the Public Administration is a strategic choice of the Greek Government, in recognition of the decisive role that improved public administration can play in creating the necessary conditions for economic and social progress. The National Action Programme 2005-2008 provided, the following, as main targets in upgrading the state's administrative functions:

- Improving the productivity and quality of public services.
- Establishing an evaluation system for the impact of new legislation on competitiveness.
- Lifting administrative barriers.
- Preventing exclusion from the knowledge-based society.
- Social integration of immigrants.
- Administrative transparency – fighting corruption.
- The Development of electronic governance.
- Establishing a framework for life-long learning and training of public servants.
- Improving inter-regional cooperation.
- Transforming Citizens' Service Centres into integrated transactions centres.

The main projects to achieve these targets were the operational programmes "POLITEIA 2005-2007" and "POLITEIA 2008-2010" introducing central government reforms and "THISEAS 2005-2009", introducing local government reforms, as well as, the operational programme "Digital Convergence 2007-13" having as aim to enhance the use of digital technology in the Greek public and private sector and the operational programme "Public Administration Reform" 2007-2013.

The operational programme “Public Administration Reform” 2007-2013 is currently the most important project in terms of resources and targets committed in order to introduce major reforms in the Greek public administration. The main pillars of the Public Administration Reform are:

- Human Resources Development
- Administrative structures reorganization
- New Technologies dissemination and best use
- Regulatory Reform for the reduction of administrative burden

The Government plans to review the **National Reform Programme** and exemplified the main policy priorities regarding public administration in the coming months. The same holds for the latest Implementation Report on the National Reform Programme. However, the basic policy government priorities are depicted in the Updated Hellenic Stability and Growth Programme 2010 which includes a section on the Updated Reform Programme.

Moreover, the Government made clear its intention to introduce within 2010, in close consultation with the Commission services, a reform of the **National Strategic Reference Framework 2007-13 (NSRF)** including a reform of the operational programme “Administrative Reform”.

As it is foreseen in the above mentioned document, as well as, by the main government priorities presented by the Prime-Minister in the Cabinet, the Greek Government in order to create a more efficient and transparent public administration is undertaking a number of actions in the following areas:

1. Recruitment in the public sector

The Government adopted a new bill according to which all recruitments in the public sector are subordinated to the procedures of the High Council on Personnel Selection. No recruitment can be made without its approval and without the implementation an objective examination procedure. The “stage” system has been abolished in the public sector and no project contract can be formed without the explicit authorization by the High Council on Personnel Selection.

2. Increasing transparency and accountability

The Government has instituted a law on transparency. According to this law it will be obligatory to post on the internet all decisions and actions taken by any public official, including all the bodies of the local government and the organizations belonging or controlled by the state. The obligation of publication through posting on the internet becomes a legal prerequisite for the validity of the action: for every euro spent the decision must already be posted on the internet, otherwise its disbursement is illegal.

Under this law, whose limit is only the law for the protection of personal data and the law for state and corporate confidentiality, all the relevant decisions are under public scrutiny. This new environment of transparency is a structural reform of a permanent character as it is politically impossible to add exemptions to the obligation of transparency. But combating corruption and dissipation of state money is not the only expected gain. In this way rationalization of public expenditure is de facto achieved, since the obligation of accountability for all decisions will also lead to the rationalization of priorities.

This effort in transparency is complemented by concrete initiatives in reducing overspending and waste. For example a ministerial decision setting limitations on the use of state cars and the abolition of a significant number of commissions with doubtful productivity and necessity for the public sector have produced a permanent cut in operational costs.

3. A “New Institutional Architecture” – the “Kallikratis” project

Of particular importance for ensuring the emergence of a streamlined but effective wider public sector is the new legislation on the local administration. The new institutional architecture introduced by the “**Kallikratis**” project is a unique structural change; it concerns the two local government levels as well as the level of decentralized central government, dealt with as a whole for the first time. A draft law recently approved by the Council of Ministers and shortly to be presented to the parliament completely reconstructs the decentralized government and administration.

At the same time, new auditing institutions are being introduced with the obligatory submission of all public organizations under the preventive control of the Auditing Council, the obligatory constitution of financial services in all the municipalities, and the obligation of online publication.

The decentralization of important competences from the central government to local administration is expected to contribute to the reduction of bureaucracy, the rationalization of expenditure and the reinforcement of accountability, but also lay the foundation for sustainable development in Greece's regions. Under the "**Kallikratis**" project the levels of local administration authorities are reduced. More specifically the law:

- Strengthens the role of the first level of local administration, while, at the same time, reduces the number of municipalities from the current number of 1034 to only 370.
- Replaces the 76 prefectures constituting the second layer of local government by 13 elected regional authorities. The regional administration transforms into an institutional vehicle to promote green development, undertaking the single strategic development planning of the regions, which should be based on civic participation and management of the regional Operational Programmes, within the framework of the National Strategic Reference Framework. It focuses on addressing problems of regional character such as regional planning and solid waste management.
- Establishes 7 regional general administrative authorities to replace the current 13 regional authorities, which formed decentralised state entities. The regional general administrative authorities maintain those powers which cannot be transferred to the local government authorities, as provided by the Greek Constitution.
- The law drastically reduces the many thousands of legal entities that were founded by the bodies of local authorities. In particular, the law will reduce the number of legal entities from the current number of 6000 to 2000; a reduction which will reduce waste and the total operating costs of the local administration.

4. e-Government

Electronic governance is vital for the fulfilment of the state's obligation to help all citizens participate in modern information and knowledge societies. The provision of e-Government services requires the utilization of open technological choices that support the evolution and simplification of public administration operations, minimizes administrative burden, as well as organizational changes and the new public sector's human resources skills.

The expected restructuring of public sector operations, the provision of services to citizens at their workplace and their home, the rationalization of public expenses by deploying IT systems in critical sectors (e.g. public supplies in the health sector), the provision of cheaper broadband services to citizens and business, and especially the interoperability between information systems of the public sector (G2G), as well as between businesses and the public sector (B2G), is expected to significantly contribute to the saving of financial resources and improving public services' delivery.

5. Migration

The government aims at clarifying and strengthening the legal status of regular immigrants residing in Greece and thereby their contribution to growth and social welfare in the country. In this context it is providing institutional guarantees of residence to immigrants complying with national and EU legal requirements governing migration, while speeding up their integration processes. As an incentive, as well as an institutional safeguard for public security and social cohesion, voting rights in local elections and accessibility to Greek citizenship, especially for second generation migrants, are included in a bill presented to Parliament in 2010.

ITALY

Coordination

The role of providing policy direction has been assigned to an interministerial committee for EU affairs (CIACE) chaired by the Minister for EU policies. CIACE's permanent technical committee is responsible for coordinating the competent administrations for this purpose; it is also responsible for

drawing up an annual report on progress made in implementing the National Reform Programme (PNR) according to the Lisbon strategy.

As in past years, the 2009 Report has been prepared with the participation and input of local authorities, Unions and Employers. The contribution by the parties involved represents an important impulse to the government ministries, through the coordination of the Department for EU Policies.

National programme

Goals

- Reform and modernisation of the public sector and its labour force;
- Improvement of the relationship between the public administration, citizens and businesses;
- Reordering of regulation and simplification of compliance formalities for businesses;
- Construct a new digital-administration model capable to assist its “customers” and getting them more involved in decision-making process;
- Reduce bureaucratic burdens on citizens and companies.

Projects included, Results, Indicators

The improvement of relationship between the Public Administration, citizens and businesses has been ensured through several regulatory initiatives and a series of projects already fully operational and functional, specifically aimed at making the citizens-public administration dialogue easier, such as:

- “Friendly Line” (“Linea Amica”) which is bringing together almost 500 public offices for relations with the public and is handing more than one million contact per week;
- “Friend Network on the job” which allows to create a new channel of communication between the Public Administration and citizens at their place of work;
- “Show your face” which entails the gathering of customer satisfaction data on services received from the public administration via the use of emoticons, with the aim of constantly improving the services provided for;
- Increase the use of the “Certified electronic mail” in the relationship between the public administration, businesses, free-lance professionals and citizens.

Moreover, further steps in the government action for simplification have been achieved. Within the Presidency of the Council of Ministers a new Department has been created headed by the Minister of the Regulatory Simplification who operates in close collaboration with the others ministries and with the stakeholders.

A key part of this effort is represented by the reduction of the existing body of law (so-called “law-cutting”). In this regard, law nr.69/2009 contains several important measures, referring both to simplification of legislation and to the clarity and legibility of the text of the laws.

Simplification of compliance formalities for business

The Government has also further simplified the procedures for starting and carrying out business activities, through the reorganising the governance of the single service centre for productive activity and the requisite and the means for accreditation of the agencies for business (the so-called “business in one day”), thanks to the Council of Ministers’ approval on 26 June 2009 of two specific regulatory schemes, with the average waiting time expected to be reduced by 50 per cent. Altogether, it has been estimated that the simplification measures have produced more than € 4 billion of actual annual saving for the public, business and government.

Finally law n.99/2009 contemplates the possibilities of business to supply self-certification in place of official certifications for the purpose of securing authorisations or concessions and participating in publicly disclosed proceedings, and to authorise the public administration to procure any data needed directly from other administrations.

LITHUANIA

Coordination

In the spring of 2008 the European Council started the second round of the renewed Lisbon Strategy, which is going to be completed in 2010. The main focus is concentrated upon the faster implementation of reforms, promoting the European economic development and increasing of its competitiveness. Currently the Lisbon Strategy has been named as a possible solution manner in order to overcome a crisis and revive the economy. Implementation of short-term goals must be a foundation for the implementation of long-term goals.

The four priority reforms areas, which the European Council has approved, are investing in knowledge and innovation, unlocking the business potential investing in people and modernizing labour markets, climate change and energy – they have remained the proper reform foundation. Taking this into consideration, the Government of the Republic of Lithuania, by its Resolution No. 1047 as of 1 October 2008, approved the National Reform Program (NRP) for 2008–2010, whose goal is to increase the competitiveness of Lithuania.

- *The national part of the implementation and monitoring of the National Lisbon Strategy Implementation Programme*

Special framework has been set up for stakeholder consultation on the NRP: social-economic partners, scientists, representatives of public authorities and policy makers are actively involved in the process of the development of the NRP as well as in addressing various Lisbon Strategy-related issues. A structure of the implementation and supervision of the National Reform Program consists of two parts: state part and public part.

State part

The Economy Policy Division of Economy and EU policy department, which coordinate the Program drafting and controlling its implementation, operate in the Ministry of Economy of the Republic of Lithuania (hereinafter referred to as the Ministry of Economy), which is responsible for the coordination of the Lisbon Strategy implementation in Lithuania and relationship with EU entities at the Lisbon Strategy issues. Personal composition of Supervision Commission of the Program drafting and the implementation was approved by the order of the Minister of Economy.

The institutions responsible for the preparation of the Programme and the annual progress report of the Programme are:

- Ministry of Finance of the Republic of Lithuania, for the macroeconomic policy area;
 - Ministry of Economy of the Republic of Lithuania, for the microeconomic policy area;
 - Ministry of Social Security and Labour of the Republic of Lithuania, for the employment policy area;
 - Ministry of Education and Science of the Republic of Lithuania, within its competence in the macroeconomic, microeconomic and employment policy areas.
 - The ministries and other public authorities responsible for the implementation of measures of the National Lisbon Strategy Implementation Programme may set up internal working groups.
- *The public part of the implementation and monitoring of the National Lisbon Strategy Implementation Programme*

The public part of the implementation and monitoring of the National Lisbon Strategy Implementation Programme is based on target groups of the National Lisbon Strategy Implementation Programme set up according to the subject matters of the National Lisbon Strategy Implementation Programme. The base of the public part is four target forces of the Program:

- Macroeconomic policy force.
- Scientific research and experimental development and innovations force.
- Business competitiveness force.
- Employment stimulation and investment in human capital force.

The most important goal of corresponding target forces is to supervise and to assess according to its competence implementation and upgrading of the Program as well as to provide offers to Supervision Commission of the National Reform Program drafting and implementation when making decisions in regards of such issues. The National Lisbon Strategy Implementation Programme Target Groups include representatives of the respective academic area; social, economic, and other partners; public authorities, institutions, and organisations; and members of the Group for Drafting the National Lisbon Strategy Implementation Programme. The key goals of the respective National Lisbon Strategy Implementation Programme Target Group are monitoring and assessment according to their competence the implementation and revision of the National Lisbon Strategy Implementation Programme and provision of proposals to the Commission when taking decisions on these matters. Members of the National Lisbon Strategy Implementation Programme Target Group have the right to represent and introduce the Group's performance and proposals before the public authorities, institutions, and organisations and invite experts and other people to their meetings.

Coordination of Lisbon strategy

Though it was agreed to strengthen the Program implementation control by blueprinting to implement an electronic management system for the Program implementation measures at the meeting of the Government of the Republic of Lithuania on 28 January 2008, due to the complicated economic situation, the above-mentioned works have been suspended in order to reduce the state's expenditure.

The Ministry of Economy had created an informative **Lisbon Strategy Internet portal** (<http://www.ukmin.lt/lisabona/lt>; <http://www.ukmin.lt/lisabona/en/node/8>.) which spreads information on the Lisbon Strategy and the Program as well as measures of its implementation.

The portal announces the latest legal acts of Lithuania and the EU regulating process of implementation of the Lisbon Strategy and accumulates an archive of those. In topic forums every one is welcomed to express his/her opinion or ask a question, etc

National programme

National Lisbon Strategy Implementation Programme for the period of 2008-2010 identifies the goals for the national economy growth and employment promotion as well as their implementation measures. It sets also the key indicative targets and aspirations of Lithuania until 2010. The Programme Keys for this period are:

- *The Key Macroeconomic Policy Objectives*
 1. To ensure macroeconomic stability and carry out strict fiscal policy;
 2. To strengthen long-term public finance stability by implementing pension and healthcare reforms and improving quality of finances of the public sector;
 3. To implement more efficiently the reform of higher education and studies ensuring the supply of qualified labour force and to promote economy competitiveness and to solve the migration problems.
- *The Key Microeconomic Policy Objectives*
 4. To promote innovations and research and development (R&D) by the developing private-public partnership and creating incentives of private investments in R&D;
 5. To strengthen the competitive industrial potential using the EU internal market and the globalization process;
 6. To create a favourable business environment, especially for small and medium-sized enterprises, seeking better regulation and promoting entrepreneurship culture and

EVALUATION OF PUBLIC ADMINISTRATIONS' ADDED VALUE TO THE LISBON STRATEGY GOALS
(UPDATE 2010)

- development of socially responsible business;
- 7. To promote rational use of resources strengthening synergy of environment protection and economic growth;
- 8. To promote spread of information and communications technology, to improve the national infrastructure by implementing projects of intergovernmental networks.
- *The Key Employment Policy Objectives:*
 - 9. To attract as many people as possible to the labour market and retain them promoting attitude to work as a life-long cycle and enhancing attractiveness of work;
 - 10. To modernise the labour market by increasing flexibility of labour relations and employment guarantees and enhancing the role of social partners;
 - 11. To ensure correspondence of supply of the labour force with its demand by developing and increasing investments in human capital.

Objective No. 8 that is defined in the Program of Microeconomic Policy in Lithuania is aimed for the promotion and spreading of information and communications technology, for the improvement of the national infrastructure by implementing projects of intergovernmental networks (*corresponding to Guidelines 9, 16; priority reform areas 1, 4*).

The program provides the following activities for the development of public administration and e-government services:

- In developing the information and communication technology (hereinafter - ICT) infrastructure it is necessary to coordinate state information sources (state registers (cadastres), state information systems), to ensure security of state information systems providing public and administrative services and of services already provided, to create an electronic identification infrastructure, to develop a broadband connection infrastructure in uncompetitive areas thus creating opportunities for all potential users to use modern broadband connection services all over the country and to promote production and use of Lithuanianised software.
- In encouraging the Lithuanian population and businesses to use ICT, it is necessary to transpose as many public and administrative services to the electronic environment as possible and to encourage and motivate to use them.

The modernising the public administration and e-government services includes the following evaluation indicators:

Indicator	2007	Target for 2010	EU-27 average 2007
Subscribers using broadband communication technology (households), %	34	41	42
Use of e-governance services by population, %	18	32	29
Use of e-governance services by companies, %	85	81	65
Accessibility of e-governance services, %	80	95	75

- *Documents related to the Lisbon strategy and Public Administration modernization*

Lithuanian Government Programme

The essential eGovernment means for the implementation of the eGovernment objectives pointed out in the Programme of Lithuanian Government are laid down in the Action plan of the Programme of Lithuanian Government for the period of 2008-2012. The use of successful and up-to-date telecommunication market liberalisation experience together with encouragement of private initiative and the development of an advanced legal environment for activities will create the necessary

preconditions for the adjacent information and communication technologies areas, so that every citizen would be able to benefit from ICT, in order to improve his/her living standards and businesses to be able to boost their competitiveness.

Long-Term Development Strategy of the State

The Strategy was approved in 2002. It is a strategic document reflecting the long-term development vision reasoned by analysis of economic, social, cultural, and political situation. The Strategy is related to the Lisbon Strategy and its main goals of growth and jobs.

One of the priorities of the long-term development of the state is a "knowledge society." Directions in the implementation of this particular priority include science and education, competence of the population, state governance and self-governance, and culture.

The direction of state governance and self-governance is closely related to the modernisation of public administration. The main steps of public administration improvement will be undertaken in the following strategic directions:

- putting into effect e-government projects, development of e-government;
- modernisation of activities of the government and government offices and agencies, ensuring transparency of internal administration and public administration procedures of the institutions of state governance;
- optimisation of functions of central, regional, and local governments and improvement of governance;
- development of self-government;
- development of administrative capacities of the public service.

There are no other rules in the Long-Term Development Strategy of the State closely related to the modernisation of public administration.

Better Regulation Program

One of the goals in the NRP is to seek more companies that would be competitive on the international level and the industry and business structures related to it and a proportion of created national products that would be close to the indicators of European Union member states. The development and installation of a system of better regulation is a method for achieving this goal. In 2008, the Government of the Republic of Lithuania therefore adopted the Better Regulation Program. The purpose of the Better Regulation Program is to ensure the continuous development of judicial regulation to improve the business and investment environment and to reduce the administrative burden when providing public services.

Strategy for the Public Administration Development until 2010

The Strategy was approved in 2004. The Strategy is aimed to create the environment essential for the development of the public administration system, paying special attention to better management, management of human resources, innovations in provision of public services and e-government. The drafting of this Strategy was conditioned by the need to implement one the key implementation trends ("State Government and Self-government") of the long-term "Knowledge Society" national development priority of the Long-Term Development Strategy of the State. The Strategy consists of an analysis of the situation of the public administration sector; identification of the public sectors' strengths, weaknesses, opportunities, and threats; goals and objectives to achieve these goals; issues of the implementation of the Strategy, and criteria for the assessment of its objective realisation. The Strategy also defines the goals of the public administration. These goals are related to the improvement of the public sector, the improvement of the quality of services provided by the public sector, strengthening the capacities of civil servants, the simplification of decision-making, and improvement accessibility and quality of the public and administrative services and information rendered to the residents and business entities, develop decision-making of public administration by using information and communication technology (ICT).

LUXEMBOURG

Coordination

The strategic plan submitted by the Luxembourg Government to the European Commission is entitled "National Plan for Innovation and Full Employment." This plan is the responsibility of the Ministry of the Economy and Foreign trade, which is in fact the national coordinator of the Lisbon Strategy. It was discussed by the Tripartite Coordination Committee (Government and social partners) and adopted by the Parliament. The plan is followed up through annual implementation reports that are produced by the "Observatoire de la Compétitivité," an economic research body (observatory) for competitiveness issues. One of the main missions of this "observatory," which functions under the authority of the Minister of Economy and Foreign trade, is to coordinate and follow up the projects of the national action plan in cooperation with the ministerial departments and the concerned organisms (reporting using the integrated guidelines numbering system of the plan).

Reforms undertaken as part of the National Plan for Innovation and Full Employment are drawn up at the end of extensive consultations that include the active involvement of the social partners and the civil society.

Thus, for the drafting of the 2007 implementation report, a bilateral meeting was organised between the Lisbon strategy coordinators from the concerned ministries and administrative departments and the European Commission entities. The extended "Integrated Guidelines 2007" office of the Luxembourg Economic and Social Council was also consulted.

The annual reports are also discussed by the Parliamentary Commission for the Economy.

The 2009 Implementation Report of the national reform plan is the second report of the second cycle covering 2008-2010 of the renewed Lisbon strategy. It details the measures taken by the Government based on the broad objectives set in 2005 in the National Plan for Innovation and Full Employment, using the Integrated Guidelines numbering system. It also addresses the various "points to watch" directed specifically to Luxembourg by the spring 2009 Council. Finally, this report reflects the priorities of the new Government that was elected in the June, 2009 legislative elections.

National programme

As a response to the point to watch which states that Luxembourg needs to further enhance the attractiveness of the business environment, Luxembourg is putting a large number of measures into play to render the business environment more attractive to companies. These measures are directed both at large companies and SME. Various measures are currently underway, including State aid for research, development and innovation, a search for spillovers through the setting up clusters, efforts to make companies aware of intellectual property issues, standardization programs, establishment of framework conditions and high performance infrastructures in the areas of information and communications technologies, providing access to competitively priced energy and supply security systems, framework conditions for the internal market, competition policy, administrative simplification and efficient transportation infrastructure. With particular regard to SME, there are aid schemes for the SME sector, R&D aid schemes and aid schemes to promote and support companies in the areas of protection of the environment and rational use of natural resources as well as in the area of food security. In addition, the third edition of an Action Plan benefiting SME went into effect in April 2008.

Public sector functioning related to the Lisbon agenda is mainly covered by the following broad economic policy guidelines:

Integrated Guideline 9: Facilitate the spread and effective use of ICT and build a fully inclusive information society.

Objective: Spread the use of ICT among all players in the economy;

Broadband internet coverage has been at 100% in Luxembourg since 2003. In other words, 100% of the population can obtain broadband internet service if they so desire.

The eGovernment services are a particular attraction as 48% of the general population and 90% of companies regularly use these services.

Public confidence and security are the key vectors for spreading the use of broadband infrastructure and services. The certification entity LuxTrust S.A. which has implemented a national public key infrastructure (PKI) and has continued to disseminate its authentication and signature certificates on the national level. These certificates, which are available in different formats, have been in use since the end of 2007 in banking, private and public sector applications, and since 2008 widely so in *e-government* applications such as the single window for citizens, income tax statements, family benefits, etc.

Objective: Develop high performance and fully integrated infrastructures in international electronic communication networks;

The extension of the WiFi technology has progressed widely in urban areas. Simultaneous to improvements in international and domestic connectivity, continued efforts are under way to increase infrastructure mostly in fiber optics material for Luxconnect

Objective: Promote the search for excellence in informations and communications technologies through quality and security.

The Digital Trust Service in ILNAS provides support to companies that are active in the ITC area. It is a clearinghouse for information and exchange of knowledge of norms for the ITC domain, a mission that simultaneously permits a targeting of excellence in ITC. In February 2009, Luxembourg became a participating member of the *ISO/IEC/JTC1* committee relating to information technologies.

The Digital Trust Service manages and develops accreditation instruments and notification of digital confidence, and has begun promoting authentication and certification instruments of digital confidence. In this framework, the PKI accreditation system was reinforced and improved and a preliminary study for implementing a Digital Services Provider (PSN – digital archives sector) was carried out.

Integrated Guideline 14: Create a more competitive business environment and encourage private initiative by improving regulations.

Objective: Increase impact studies and analyse flows;

The 2009-2014 government program calls for a certain number of administrative simplification measures that particularly affect procedures in the areas of communal planning and urban development, the protection of nature, classified establishments, public procurement, impacts of transportation infrastructure projects on the environment, water management and the prevention and management of waste.

A single "Authorizations" window will be set up to facilitate the path of small and medium sized companies through the administrative process as a point of contact between them and the administrations with authority in specific areas.

The Government will introduce the principle of —Silence Means Assessment concept for administrations pertaining to certain authorizations that may be issued without the need for setting out conditions or obligations. For other authorization procedures, the legal and regulatory texts will be modified so as to clarify the response timelines to which authorizing authorities shall be held.

The public procurement procedure has just been completely modified and simplified by legislative vote, and various modifications dealing with thresholds for awarding contracts were brought in. These administrative simplification measures included in new provisions will be evaluated in three years so as to be able to judge whether they have had a positive impact on competitiveness of companies. Another priority is the level of importance assigned to electronic technology. Changes in information technologies have revolutionized the expectations of users and practices over recent years. The Public Procurement Portal⁷⁹, which enables public procurement processes to be done entirely by electronic means, will be in service very soon.

The Government will take up the European challenge of matriculating a company at lower cost and more rapidly. The objective of obtaining authorization to establish a company within one week will be attained through the implementation of a new computer application in the company registration department. This new application will also allow requesters to consult the progress of their application on the internet⁸¹. This software program constitutes one of the pillars of what will be an

electronic one-stop-shop that will make it possible to process practically all administrative requests and procedures that a company may have to complete throughout its existence.

Following a governmental decision to accord priority rating to simplifying administrative formalities that hold up production and the spirit of initiative in SME, the Administrative Simplification Committee (CSA) was convened in December, 2004. The CSA was coordinated by the Ministry of Middle Classes, Tourism and Housing in close collaboration with the Ministry of the Economy and Foreign Trade. After the legislative elections in June, 2009, the CSA was transferred to the Ministry of State and was given transversal authority. With a view to improving procedures and administrative formalities in the public administrations, CSA extended its scope of application to citizens in general and in the short term will build up its structure to assume the responsibility of a veritable Administrative Simplification Window. This reinforced structure will enable it to test administrative procedures and formalities and to make real proposals for reforming regulations.

Monitoring and/or evaluation mechanisms for the appraisal and revision of the projects

Progress achieved in implementing the National Plan for Innovation and Full Employment should be the subject of efficient follow-up, reporting and evaluation processes. The follow-up should be based on both qualitative and quantitative actions, as well as on evaluations of resources expended and results achieved. Member states certainly need quality information in order to guide and evaluate their reform efforts. To this end, the Government has acquired several follow-up tools. In the first place, in order to optimize coordination of the various measures being introduced, to ensure that consultation procedures were followed and to guarantee the assimilation of the Implementation Report in 2008, the ad hoc Lisbon structure, which was established at the inter-ministerial level in 2005 for drawing up the National Plan for Innovation and Full Employment, was closely involved in the implementation follow-up, as was the case in past years. The *Observatoire de la Compétitivité* is in charge of coordinating and drafting the implementation report.

Secondly, it has turned out that some structural indicators from Eurostat have a tendency of not taking into full account the specificities of Luxembourg. In view of this critique, it was appropriate to widen the scope of statistical follow-up in order to better grasp the level of competitiveness of Luxembourg. Another goal of this is to render the debate on the issue more objective by relying on a rigorous follow-up and evaluation process. Thus, in order to make a rigorous —quantitative monitoring of the proposed reform measures possible, a —Competitiveness Scoreboard was suggested in 2004 to the Tripartite Coordination Committee. The social partners were closely involved in this effort. This scoreboard is updated periodically, depending on the availability of data, and serves as an instrument of economic policy. The most recent version was introduced in September, 2009.

MALTA

Coordination

The political responsibility for the monitoring and implementation of the Lisbon Agenda is vested in the Minister of Finance, the Economy and Investment. At an executive level, the Policy Development Directorate within the same Ministry is responsible for the coordination and implementation of the Lisbon Strategy. Regular meetings are held among various Ministries in order to ensure a proper implementation. Within each line Ministry and key public sector entity, a designated contact person reports back the progress of every measure which falls under the responsibility of the particular Ministry. NRP contact persons are accountable to their respective Permanent Secretary and are responsible to coordinate all the required actions for the implementation and monitoring of the NRP measures falling within their Ministries. A proper mechanism similar to that of the National Reform Programme is in place in order to ensure that there is proper coordination among various Ministries when it comes to communicate Malta's position on issues concerning the Lisbon Strategy.

National Programme

Most of the public administration-related measures are found under the macroeconomic part of the

NRP. Nevertheless, other measures can be found in the microeconomic and employment parts as well.

The key elements of the NRP related to the functioning of the public administration system include:

- Reduction and further control of government expenditure while making better use of resources
- The pursuit of simplification and other Better Regulation initiatives, including the reduction of administrative burden on businesses
- Promoting further eGovernment
- Retraining and redeployment of public sector employees
- Restructuring public sector entities including further segregation of operational and regulatory activities within specific sectors, e.g., healthcare and education
- Improving tax compliance and reducing benefit fraud
- Further penetration of eGovernment services
- Setting up of one-stop-shops for business start-up/company registration
- Re-engineering FDI processes
- Improved emphasis on Government R&D
- Promoting quality management systems within the public administration
- Developing back office capability in Gozo, Malta's sister island which suffers from dual insularity and social fragmentation and needs more knowledge based jobs
- Promoting organisational flexibility and family-friendly measures to balance work and personal life within the public sector;
- Supportive measures in line with Malta's growth sectors, e.g., tourism, ICT, maritime, etc.
- Extensive consultations in policy making
- The formulation of the Public Administration Act
- A set of consultation guidelines which serve as better practice for use within the public administration
- The Customer Care System (CCS) to facilitate communication between citizens and Central and Local Government by offering a single point of access
- A new state-of-the-art eGovernment platform designed to enable all public services to be put online by 2012. This is being achieved through a series of projects started in 2009

Monitoring and/or evaluation mechanisms for the appraisal and revision of the projects

Concrete indicators include but are not limited to:

- General Government Deficit as a percentage of GDP;
- Debt-to-GDP ratio;
- Cost savings within government;
- Size of public sector work force;
- Suspended social security benefits (found in breach of Social Security law);
- Estimated savings from benefit fraud investigations;
- Simplification measures completed;
- Total government expenditure on R&D;
- R&D-related employment within the public sector;
- Public sector entities promoting further R&D activities;
- Online public services.

The Policy Development Directorate is entrusted with publishing an Annual Progress Report on the National Reform Programme. The Annual Progress Report 2009 was the first follow-up on the

Maltese NRP for the 2008-2010 cycle. The report covers the period from October 2008 to September 2009 and its primary objective is to provide an extensive overview of the multitude of initiatives and reforms undertaken, in order to reach the ambitious objectives set out in the NRP. Particular attention is also given to the points raised by the European Commission in its annual assessment, especially the Country Specific Recommendations and the Points-to-Watch.

MFEI carries out a mid-year and end-of-year assessment of the implementation of the NRP. The basis of information gathering is a status report on each individual measure. Information received from line Ministries and entities is reviewed and evaluated. In fact, each Ministry/entity must give an update on the progress of each measure on a quarterly basis. The Policy Development Directorate then consolidates the input received and prepares other input related to country-specific recommendations, points-to-watch and other required information. In the preparation phase of this annual progress report, the Policy Development Directorate held one-to-one meetings with each respective Ministry and entity to discuss in detail the reporting structure of the annual report.

Throughout 2009, the European Commission held visits to Malta to discuss the progress registered in the implementation of the NRP. These meetings allowed both parties to look at the opportunities and difficulties being encountered, whilst also contributing towards streamlining the reporting amongst Member States. In its annual official visit in September, the Commission focused particularly on the monitoring of Malta's economic recovery plan.

POLAND

Coordination

In Poland, the Minister of Economy is the national coordinator of the Lisbon process ("Mr. Lisbon"). The Interministerial Team for Implementation of the Lisbon Strategy in Poland is chaired by the Minister of Economy. The Team is an advisory body of the Prime Minister and consists of deputy ministers from all ministries. The Minister of Economy is responsible for drafting the National Reform Programme (which is afterwards adopted by the Council of Ministers). He also monitors its implementation and the consistency of the measures taken.

National programme

The projects in the Polish National Reform Programme that are related to the functioning of the public administration system include most of all the rationalisation of public expenditure on administration and the further decentralisation of public expenditure.

ROMANIA

Coordination

The implementation of Lisbon Strategy (LS) in Romania is coordinated by the Department of European Affairs (DEA), a body within the Romanian Government Working Body, subordinated to the Prime Minister and responsible with European affairs coordination at national level. DEA is also responsible of the coordination of the whole process of drafting, adopting and implementing the National Reform Programme (NRP) and it represents the technical contact point for Lisbon Strategy. It acts as national responsible for Lisbon Strategy issues, as well.

As technical contact point for Lisbon Strategy issues, DEA provides the coordination of drafting and updating the NRP which ensures the framework for the implementation of Lisbon Strategy goals in Romania. DEA also provides the monitoring of the PNR implementation in order to report to the Romanian Government as well as to the European Commission.

An inter-institutional body was created in order to ensure an efficient implementation and monitoring of the NRP. It is structured on two levels: a technical one (the Working Group for Lisbon Strategy – GLSL) and a political one (the Lisbon Committee – CL).

The main attributions of the GLSL were: drafting the NRP; establishing national annual action plans according to country specific recommendations and NRP requirements; drafting the Annual Report on NRP implementation.

CL's mission is to assume the NRP goals and its Action Plan from the political point of view as well as to correlate the public policies with the LS and to coordinate the implementing of the reform actions at ministry level.

The monitoring process is based on the Annual Action Plan for implementing the NRP as well as on the structural reform measures implemented at a structural level. These measures are needed in order to be able to achieve the goals concerning the economic growth and job creation. DEA drafted a methodology in order to provide the institutions with the tool that helps them to elaborate the quarterly monitoring reports in a unitary way. The methodology was discussed in detail and assumed by each institution responsible for NRP implementation, afterwards.

Relationships with body represented in IPSG

In IPSG Romania is represented by Ministry of Administration and Interior through the Central Unit for Public Administration Reform (CUPAR) and the National Agency of Public Servants (NACS) – the institution that assures the management of the civil service and the civil servants in Romania.

National programme

According to COM's recommendations, the spring European Council conclusions as well as to those of the SG COM mission, the Action Plan for the implementation of the PNR was updated permanently. The new actions added to the plan are focused on:

- strengthening the administrative capacity at central and local level by creating the capacity of improvement of regulation, control and implementing functions;
- avoiding the pro-cyclic fiscal policy, improvement of budgetary planning and execution and public finances quality;
- substantially reducing the administrative procedures and delays in obtaining authorizations, permits and licenses;
- implementing an integrated approach of increasing the employment level, the rate of participation in the working market and productivity;
- accelerating the reform of the education system in order to better answer to the working market needs;
- preventing the fragmentation of research and development base and using the public funds for research and development efficiently.

Further to the signature on the 23rd of June of the Memorandum of Understanding between the European Community and Romania (MoU), the main binding issues established with the financial institutions were included in the PA 2009 – 2010. Thus, the additional actions included in the Plan concerned:

- elaborating the law draft regarding the unitary system of public pensions and the framework law draft regarding the remuneration of budgetary employees paid from public funds;
- drafting and implementing the Action Plan taking into account the functional analysis made by the World Bank;
- significantly reducing the number of authorizations and permits concerning property, business and building workings and proposing a simplification plan;
- fight the undeclared work;
- changing the law of bankruptcy in order to shorten the delays of closing an enterprise to less than a year;
- increasing the efficiency and effectiveness of public expenditures in the research and development field.

To achieve the goal of improving the effectiveness of the public sector the following goals are already planned or being implemented:

- Elaborating the Romanian Administrative Code and the Administrative Procedure Code;
- Implementing the Better Regulation Strategy (reducing the administrative burdens by 25 % by 2013);
- Measuring administrative costs and reducing the administrative burdens;
- Amending the Law on decisional transparency;
- Introduction of structural methodologies for impact analysis in the field of health and education;
- Increasing the administrative capacity of the regulatory authorities ;
- Developing the e-Romania website and e-guvernare website.

Mainly, action plans are designed to lead to the achievement of the reform objectives set out in the PNR step by step, in a controlled and synchronized manner, so that the implementation resources are used efficiently.

Monitoring and/or evaluation mechanisms for the appraisal and revision of the projects

For monitoring needs, the NRP implementation is articulated around the *Action Plan for the Implementation of NRP*, which covers a period of two years and is updated annually after the publication of *country-specific recommendations (CSRs)* formulated by the European Commission in the annual evaluation report.

The Romanian Action Plan for the implementation of the NRP (AP) was drafted within the GLSL. Each ministry actions were validated and approved at political level by the representatives of the ministries belonging to the CL. As well, the PA includes indicators in order to be able to measure the progress of the NRP actions implementation. The progress reports are assumed by the Romanian Government and transmitted to the COM.

SLOVAK REPUBLIC

Coordination

The precondition of the successful implementation of the Lisbon Strategy at the national level is an adequate institutional framework which lies in the adequate delegation of responsibilities and tasks to the competent authorities of particular policy areas and in incorporating all relevant institutions in the design and implementation of structural policies. Implementation of the Lisbon Strategy objectives in the Slovak Republic is coordinated on the political as well as the expert level.

On the political level, the proposals of strategic direction of the Lisbon agenda in the Slovak Republic are presented by the Minister of Finance in cooperation with the Deputy Prime Minister of the Slovak Republic for Knowledge Society, European Affairs, Human Rights, and Minorities, and are approved by the Government of the Slovak Republic. Political involvement in the Lisbon Strategy is a strengthened procedure within the framework of which all documents of strategic significance are discussed at the session of economic ministers and in the Council of the Government for European Affairs before their submission.

The Coordination Committee for Fiscal Aspects of the National Reform Programme, which constitutes the profile working group on the level of state secretaries of the competent ministries, supervises the interconnection of subject matter measures with the general government budget. The committee outlines the recommendations for the adoption of essential measures within the framework of the coordination of macroeconomic and fiscal policy with the structural policies anchored in the National Reform Programme and submits initiatives and proposals to the Minister of Finance.

On the expert level, individual ministries are coordinated through the Intersectoral Working Group for the Lisbon Strategy that was established at the beginning of 2004 with representatives of the relevant sectors under the leadership of the Ministry of Finance of the Slovak Republic and Office of the Government of the Slovak Republic as coordinators. The Office of the Government oversees the coordination and communication with the ministries which are competent in the agenda of the Lisbon strategies. The Ministry of Finance in cooperation with the relevant ministries coordinates the content-related issues of the Lisbon Strategy, is responsible for the strategic direction, ensures the compliance of the structural policies with the general government budget, and draws up the National Reform Programme. Currently it deals with agenda EU 2020 and prepares the ground for the next period National Reform Programme. The coordinators also communicate the agenda to the European Commission.

Relationships with body represented in IPSCG

There is no formal relationship established between the body responsible for the co-ordination of Lisbon Strategy goals and the bodies taking part in IPSCG activities.

National Programme

The National Reform Program of the Slovak Republic for years 2008 – 2010 (NRP) contains many reform measures related to improving the public administrations. In the priority category “business environment”, there are several measures that create public institutions as partners to businesses and not as a burden.

One of the measures relates to the improved quality of decision-making, which is directly proportional to the quality of the passed legislation. The Government aims to create a functioning system of an ongoing and follow-up evaluation of the effects of legislative measures. The size of the administrative burden of businesses constitutes significant indicator of the business environment quality. The transposition of the Regulation on the Internal Market Services constitutes one of the steps leading to the reduction of the administrative burden and legal obstacles for businesspeople and to the strengthening of competitiveness in the field of service provision. The new concept of one-stop-shops will enable entrepreneurs to conduct all of the administrative acts necessary especially at the start up and performance of business in one place; at the same time it will intermediate the arranging of all other formalities in relation to the competent bodies (for example at the pertinent tax office – tax subject registration, the health insurance company, registration of the entrepreneur, the Criminal Records Registry of the Public Prosecution of the SR etc.). The administrative procedures for entrepreneurial subjects will become significantly shorter and more efficient. Reduction of the administrative burden is one of the NPR fundamental objectives that relates to functioning of public administration system.

Informatisation of the judiciary system will create an information system for communication with citizens and the development of an information system for electronic services. The outcome of this process is improved law enforcement, the simplifying of access of citizens and entrepreneurs to courts and the acceleration of court proceedings.

Further optimizing of the public administration system also requires making the present management of the tax and customs administration system more effective and simplifying the processes related to tax, customs and insurance contribution collection. Measures in the field of public services informatisation frame further courses of action for decreasing the administrative burden of citizens and companies, increasing effectivity, productivity and competence of the public administration. The establishment of the conditions for universal electronic access to basic services with mutually interconnected general government official registers, which allows for full electronic data exchange among citizens and the public and private sectors will continue from these premises. The strengthening of information security and personal data protection is a parallel goal of these activities. Increased satisfaction is also determined by the informatization level in public administration processes which is related to the level of its efficiency. Implementing the reform of public procurement will be a significant step which will also create conditions for the broadening of e-procurement.

In general the NPR includes the attachments which provide an overview of the development of the structural indicators, the institutional arrangements of the Lisbon Strategy in the SR and the action

plans which detail the particular measures. The action plans provide detailed information with the focus on the description, objectives and analytical justification of measures and present their connection with the European Council recommendations and Integrated Guidelines. Greater attention was devoted to the financial arrangements of the proposed measures and a detailed plan of the timetable of tasks. This timetable will ensure an easy monitoring of the tasks, which will be carried out on the government level twice a year and thus strengthen the emphasis on the implementation of structural policies.

NPR indicators constitute part of the Draft of the set of indicators for monitoring the fulfilment of measures of the National Reform Programme in the SR, which was approved by the Government in May 2007. At the same time, the Government assigned the task of applying the approved set of indicators in a quantitative assessment of the implementation of tasks and goals of the national Lisbon Strategy, defined in the NPR. The above mentioned set of indicators enables the monitoring of progress in the implementation of priorities and goals of the national Lisbon Strategy. The set of indicators constitutes the intersection of the European Council recommendations and the consideration of national specifics in the fulfilment of the tasks of the Lisbon process.

Monitoring and/or evaluation mechanisms for the appraisal and revision of the projects

The Intersectoral Working Group for the Lisbon Strategy regularly informs the National Council of the Slovak Republic on its outputs. Other partners, i.e., employers, trade union organisations, the academic community, nongovernmental organisations, and regional self-governments are involved in the performance of Lisbon Strategy objectives on the level of sectoral coordination groups of individual ministries and, in some cases, also on the level of the Intersectoral Working Group for the Lisbon Strategy.

NPR indicators constitute part of the Draft of the set of indicators for monitoring the fulfilment of measures of the National Reform Programme in the SR, which was approved by the Government in May 2007. At the same time, the Government assigned the task of applying the approved set of indicators in a quantitative assessment of the implementation of tasks and goals of the national Lisbon Strategy, defined in the NPR. The above mentioned set of indicators enables the monitoring of progress in the implementation of priorities and goals of the national Lisbon Strategy. The set of indicators constitutes the intersection of the European Council recommendations and the consideration of national specifics in the fulfilment of the tasks of the Lisbon process.

SLOVENIA

Coordination

At its session on 18 December 2008, Government of the Republic of Slovenia adopted an ordinance on founding a Government Office for Development and European Affairs, thus merging two Government Offices into one: the former Office for Growth and Office for European Affairs.

On 4 December 2008, Government of the Republic of Slovenia appointed Minister for Development and European Affairs Mitja Gaspari political coordinator for the implementation of the Lisbon Strategy. The National Coordinator of the Lisbon Strategy coordinates the preparation of programmes aimed at achieving the goals of the Lisbon Strategy within Slovenia and with the EU institutions.

National programme

Goals referring to the third development priority, an efficient and less costly state, as stated in the Reform Programme for Achieving the Lisbon Strategy Goals 2005:

- increase the institutional competitiveness and efficiency of the state;
- restructure public finance to enhance its developmental role;

- ensure the better operation of the judicial system.

- **The Third Development Priority: An Efficient And Less Costly State**

The fundamental change we wish to achieve in this sphere is an increase in the efficiency of the state. This will be achieved by raising standards of professionalism and transparency in the public administration, improving the quality of its services, and strengthening its consulting function. We plan to introduce a regulatory impact assessment system to screen regulations for their restrictive administrative and regulatory impact on competition and economic activity and take steps to remove these obstacles. We will reduce the gap between the state's investment needs and traditional available sources of funding by introducing public-private partnerships (PPP) to the provision, performing, and financing of public services and investment in infrastructure.

Main chapters in the third development priority: an efficient and less costly state

III.C.1. Improving the institutional competitiveness of the state

III.C.1.1. Quality of regulation and simplification of legislation

III.C.1.2. Increasing the efficiency of the state and the management of public administration

III.C.1.3. Public-private partnership 29

III.C.1.4. Better functioning of the judicial system 29

III.C.2. State aid 29

III.C.3. Developmental restructuring of public finances 30

Chapters III.C.1.1 and III.C.1.2 are presented below.

- **Priority measures (Guideline no. 14):**

1. Improve coordination of the design and implementation of development function of the state (economy, social security, environment);
2. Introduce compulsory regulatory impact assessment and development of a methodology for the assessment of impact on the economy;
3. Adopt and implement the Removal of Administrative Obstacles Programme;
4. Introduce a system of strategic planning and managerial tools in the public administration, introduce the Common Assessment Framework (CAF) and inclusion in the EFQM;
5. Establish standards of success and efficiency for the public administration; analyse business processes of the administration as a basis for the optimisation, standardisation, and computerisation of procedures;
6. Introduce public-private partnerships;
7. Establish central registers, e.g., a uniform central register in the sphere of social transfers, a property register, etc.;
8. Ensure greater efficiency of the judicial system.

III.C.1.1. Quality of regulation and simplification of legislation

Improving the quality of regulation includes the elimination or amendment of regulation that restricts competition and creates economic rents, the involvement of the public or stakeholders in the preparation of regulations through a process of consultation, removal of administrative obstacles, simplification and unification of procedures, and their standardisation and computerisation. The principal objectives of these measures are greater responsibility and openness of the state. In the removal of unnecessary and unreasonable bureaucratic obstacles, we will use the Removal of Administrative Obstacles Programme, which is currently undergoing interdepartmental harmonisation. This programme includes the measures which are necessary for the achievement of individual goals and which are defined by the competencies of individual ministries as bodies responsible for the implementation of measures and thus for the achievement of the targets set. The methodology for the declaration on the removal of administrative obstacles and cooperation of stakeholders (initial assessment of the impact of regulations), which every proposer of a new regulation will must complete, is also being prepared. In its pursuit of the objective of simplification of legislation, the government has set up the Council for an Economy-Friendly Administration, which

has the function of a kind of “antibureaucratic filter” whose main aim is to reduce administrative obstacles in the setting-up and operation of companies, since such obstacles complicate procedures and create additional costs for businesses. The Council designs proposals that lead to a reduction in administrative burdens for companies and guarantee greater transparency of business conditions, where the needs of Slovenia’s economy are the most important guiding principle. The priority measures in the period up to 2008 are (i) the introduction of obligatory regulatory impact assessment, the development of a methodology for the assessment of impact on the economy, and the implementation of pilot projects; (ii) the establishment of standards of success and efficiency and a methodology for comparisons between public administration bodies; (iii) analysis of the business processes of the administration as a basis for the optimisation, standardisation, and computerisation of procedures; and (iv) the improvement of coordination of the design and implementation of the development function of the state (the economy, social security, the environment).

III.C.1.2. Increasing the efficiency of the state and the management of public administration

Slovenia wants to achieve a growth in institutional competitiveness by introducing business excellence in the public administration. The objectives we wish to achieve are the introduction of a strategic planning system as a basic management tool in the public administration, the introduction of management tools, and the application of the Common Assessment Framework (CAF) and inclusion in the European Excellence Model (EFQM). The measures for the achievement of these objectives are:

- adoption of regulations for quality assessment and strategic planning (2006/2007);
- building support (methodological support and information support) for the strategic planning system (2006/2008);
- management education and training. In the sphere of e-government, a portal will be set up for the electronic services of the public administration. Certain registers will be renovated so as to enable additional online services. A central data repository will be set up to monitor the use of public administration services, administrative statistics, and the efficiency of the public administration. The one-stop-shop project, which was successfully introduced in the sole trader sector in July 2006, was widened to include enterprises in 2007. The increasing of efficiency is also conditioned by the establishment of uniform central registers, particularly in the sphere of social transfers where the introduction of the concept of deciding on social transfers according to the one-stop-shop principle is important. The existing integration of databases or information systems proves that integration brings faster and more efficient monitoring of changes, greater transparency, higher quality of decision making, and less bureaucratisation. For example, data exchange among collection managers reduces the need to burden clients with the adaptation of certificates. At the same time, the government is planning to launch activities for a phased harmonisation of data and possibly the merging of the register of companies, the national Agency for Public Legal Records and Related Services (APLRS), and the Tax Administration of the Republic of Slovenia.

In October 2008, Reform Programme for Achieving the Lisbon Strategy Goals 2008 was adopted; containing three main parts:

- Action Plan for Implementation of the Integrated Recommendations;
- Implementation report of the Reform Programme for Achieving the Lisbon Strategy Goals 2008;
- Reform Programme for Achieving the Lisbon Strategy in Slovenia 2008-10;

More info:

http://www.svrez.gov.si/fileadmin/svez.gov.si/pageuploads/docs/lizbonska_strategija/SI-NRP2008-en.pdf

At its session on 22 October 2009, the Government of the Republic of Slovenia adopted the final Report on the Realisation of the Reform Programme for the Implementation of the Lisbon Strategy in Slovenia for 2009. Prior to this adoption, the draft Report had been discussed by three parliamentary committees (Committee on the Economy, Committee on EU Affairs, and Committee on Labour, the

Family, Social Policy and Disability) and by the Economic and Social Council. The monitoring of development policies and structural measures has shown a clear need for more systematic regard to be paid to public-finance possibilities on the one hand and for a direct link to be drawn between development documents, policies and programmes and the budget on the other hand. The Reform Programme for the Implementation of the Lisbon Treaty also requires a better and more transparent management based on the evaluation and an upgraded achievement of objectives, as well as introduction of programme indicators to measure the efficiency of investment. In 2000, when priority was given to the objective that Europe should become the most competitive economy in the world in ten years, first problems were encountered. Not only because the objective has actually not been achieved, but also because of deficient coordination of various EU policies and inadequate coordination of national policies of the Member States. In a broader context, the reasons for this failure are the insufficiently defined national measures and the related public expenditure. In the times of economic and financial crisis, these problems are becoming even more relevant. It is necessary to respond to them by integrating policies at the national level and by establishing the financial and substantive frameworks in a coordinated way. Presently, the substantive aspect is often subordinated to the financial one. The EU budget reform and the new financial perspective should support the implementation of the Lisbon Strategy to a larger extent. The post-2010 Lisbon Strategy should also provide an appropriate framework for enhanced fiscal coordination among the Member States. An important truth to be derived from the current economic crisis is namely the need for better coordinated fiscal stabilisation at the Community level. Such a system would facilitate a more efficient prioritisation among and within policies, as well as enable a new approach to the development-oriented budget. It will also render possible a more concrete monitoring of structural measures and an increase in the quality of public finances (monitoring of efficiency).

For this reason, the Government has prepared a target-oriented programme budget and a mid-term financial framework for years 2010 and 2011 on the basis of the fiscal rule. The Report contains all measures laid down in the Reform Programme for the Implementation of the Lisbon Strategy for 2008-2010 that were taken by the Government in the period from November 2008 to August 2009 and that have implications for growth and development (thus, for instance, the Report itself and the Lisbon Strategy do not encompass the fields of health care, justice and home affairs, although the Government intends to monitor and evaluate them).³

SPAIN

Coordination

The body responsible for the coordination of the National Reform Programme (NRP) at the national level is the Prime Minister's Economic Bureau (PMEB), whose main purpose is to assist and advise the Prime Minister as regards economic developments and economic trends, both current and prospective, to provide national and international analyses, and to evaluate economic policy proposals and their further development into policies.

The Bureau gathers timely information concerning the programs and activities of the different Ministerial departments in order to support the Prime Minister's own duties and facilitate dialogue with civil society, the private sector, and international economic organizations.

The PMEB consists of three units ranked as directorates general: the Deputy-Director of the Prime Minister's Economic Bureau, and the Department for Welfare Society. There is a Cabinet of the PMEB Director whose head (sub-director general level) provides direct support to the Director of PMEB.

To draft the NRP, the Spanish Government appointed the Head of the Department for Economic Policy in the PMEB as the National Coordinator for the Lisbon Strategy (NCLS). In June 2005, the Delegate Government Commission for Economic Affairs (CDGAE) created the Permanent Lisbon Unit (PLU) to draft the NRP under the supervision of the National Coordinator for the Lisbon Strategy. The main task of the PLU consists of coordinating all the contributions from the different ministries and major stakeholders to write a final report, which will be updated annually. The PLU

³ Source: http://www.svrez.gov.si/en/activities/lisbon_strategy/

has representatives from the Ministry of Economic Affairs and Finance, the Ministry of Labour and Immigration, the Ministry of Industry, Tourism, and Commerce, the Ministry of Environment, and the Prime Minister's Economic Bureau.

- **Mechanisms for Participation**

Convinced of the need to make the whole society aware of the importance of the Lisbon Strategy objectives, the Spanish Government created also mechanisms whereby the Spanish society might participate in the preparation and monitoring of the National Reform Programme.

The social partners (the Employers Confederation, the Small and Medium-Sized Enterprises Confederation, and the UGT and CC.OO. trade unions), the Chambers of Commerce, the Parliament (the Congress and the Senate), the Autonomous Communities, and Local Corporations (the Spanish Federation of Municipalities and Provinces) were invited to set out their priorities. They made contributions to the National Reform Program from the outset⁴ and are convened for evaluation and on-going monitoring.

National programme

- **National Reform Programme**

To meet successfully the challenges of globalisation and demographic change, Europe must become a modern, dynamic, knowledge-based economy open to the rest of the world as outlined in the Lisbon Strategy for Growth and Jobs. As part of the revised strategy approved by the European Union in 2005, the commitment of Member States to the resulting reform agenda has given rise to their National Reform Programmes. These reflect the priority areas of action of the national governments, and thus the objectives set at the European Union level become cemented in national objectives.

Spain is firmly committed to the objectives outlined in the revised Lisbon strategy and its National Reform Programme (NRP) reflects this. The National Reform Programme (NRP) arises as the Spanish response to the revised Lisbon Strategy, approved by the European Spring Council in 2005. Presented to the European Commission in October 2005, it is at the core of Spain's mid-term economic policy and establishes as a strategic goal for 2010 the full convergence with the European Union in terms of per capita income, employment rate, and knowledge society.

This programme outlines the measures that should guide the economic policy of the government in the period 2005–2010 to meet the challenges faced by all members of the European Union. The more than 350 measures that currently comprise the NRP have, as their main objective for 2010, the full convergence in income per capita with the European average and an employment rate of 66%, almost on par with the overall EU objective (70%). To achieve these goals, it is essential to increase the growth rate of labour productivity in the Spanish economy.

The National Reform Programme is structured into the following sections. Firstly, there is a comprehensive diagnosis of the Spanish economy, according to the new National Accounts statistical base, that incorporates a significant population increase and, therefore, an economic reality different from that in 2000, when the Lisbon Strategy was first tackled. This new reality is conditioned not only by an increase in the population and by the new national accounts but also by European Union enlargement and the acceleration of the globalisation process and the thrust of new emerging countries (China, India).

Secondly, the main objectives of the National Reform Programme are set out, focusing around the major challenge of attaining full convergence with the European Union in 2010 in both per capita income and employment.

Thirdly, in pursuit of these objectives, the seven lines of action have been developed.

The seven pillars of the National Reform Programme are:

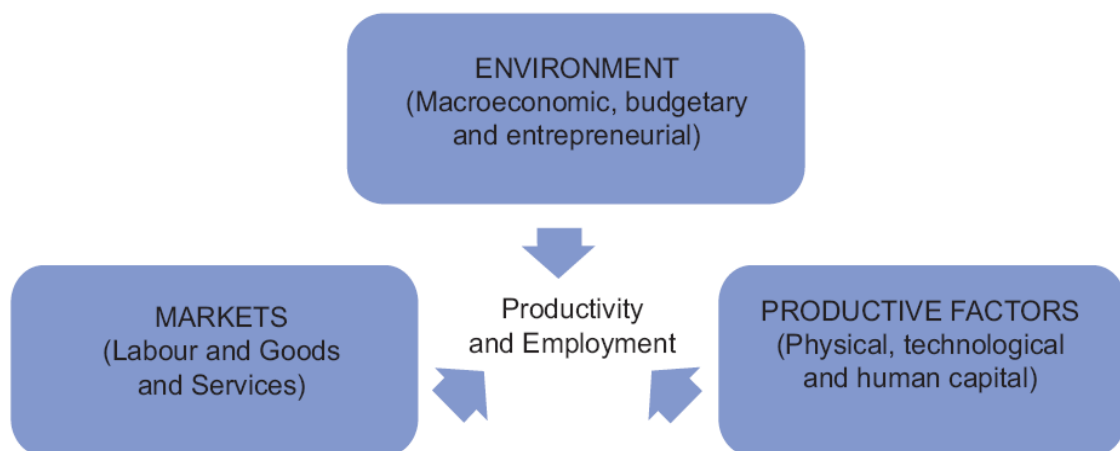
- PILLAR 1: Enhanced Macroeconomic and Budgetary Stability;

⁴ The Spanish Social Economy Employers Confederation (CEPES) and the Spanish Confederation of Directors and Executives (CEDE) have also contributed to the National Reform Program

EVALUATION OF PUBLIC ADMINISTRATIONS' ADDED VALUE TO THE LISBON STRATEGY GOALS
(UPDATE 2010)

- PILLAR 2: The Strategic Infrastructures and Transportation Plan (SITP) and the Water Use and Management Programme;
- PILLAR 3: Increased and Enhanced Human Capital;
- PILLAR 4: The R & D & I strategy (INGENIO 2010);
- PILLAR 5: More Competition, Better Regulation, Efficiency of the Public Administrations, and Competitiveness;
- PILLAR 6: The Labour Market and Social Dialogue;
- PILLAR 7: Entrepreneurship Programme.

The seven Pillars of the NRP are structured following an economic logic (see the graph below): measures affecting production factors: physical capital (pillar 2), human capital (pillar 3), and technological capital (pillar 4); those affecting the goods and services market (pillar 5) and the labour market (pillar 6); those affecting the business environment (pillar 7); and the macroeconomic and budgetary environment (pillar 1), which provides the context for the other pillars.



All the measures provided for in this National Reform Programme are designed to correct weaknesses detected in the Spanish economy and so secure a more modern productive system. It seeks a balance between the growing needs associated with an increasing population and flexibilisation and rising aggregate offer. The actions foreseen in economic policy are intended to improve resources in human capital, technology, and infrastructure; to increase competition and the efficiency of key sectors, including the modernisation of services provided by the public administrations; to enhance entrepreneurial initiative throughout society and foster the internationalisation of Spanish companies; and to reduce the temporary employment rate by placing particular emphasis on the mainstreaming of gender and the promotion of equality of opportunity for men and women. In summary, it is a way to increase productivity and employment without impairing social cohesion.

This is a medium-term program. In some cases it has been possible to quantify budgets for multi-year projects; in others, the budgetary implications will be specified in annual budgets in the context of budgetary stability. In any event, the long-term budget cost of the program will be zero, as it is to be funded from increased resources from greater economic growth and will not represent an increase in taxation or in the weight of the public sector in the economy.

- **Section of the NRP related to the functioning of the public administration system in connection to the Lisbon Agenda**

According to the diagnosis and challenges of the Spanish economy made in the NRP, the public sector must adapt its economic strategy to the new demographic reality along two lines:

- on the one hand, to meet the greater demand for public services (infrastructures, education, health, housing); and
- on the other, to allow balanced growth, making the supply of goods flexible, and boosting a situation favourable to saving and productive investment. There must also be a correct analysis of its revenue potential and expenditure needs, and a correct assessment of the short-term beneficial effect of this demographic phenomenon on the public accounts.

A great number of measures related to the functioning of public administration are included in this respect, due to the fact that the public sector is present as a horizontal aspect through the whole structure of the NRP. Thus, it is not possible to give an exhaustive list of these projects.

Nevertheless, we can focus on the projects included in Pillar 5 of the NRP, oriented to increase competition and the efficiency of key sectors including the modernisation of services provided by the public administrations.

Pillar 5 in the NRP: More Competition, Better Regulation, Efficiency of the Public Administrations, and Competitiveness.

Goods and services markets confront an increasingly open and competitive international situation. The advent of new competitors in the context of a globalised economy and the EU's enlargement in 2004 represents a risk but also an opportunity.

Thus the "new industrial policy" aims to foster competition, create a stable regulatory framework, provide quality public services, and promote overseas trade, emphasising diversification and broadening of the technological base.

Complementing the protection of competition, sectoral regulation is essential in sectors where, for a variety of reasons, the market forces are unable on their own to guarantee the best allocation and use of resources. Examples of such sectors are energy, telecommunications, and transport, along with the management of water and other natural resources. All this occurs in the framework of long-term sustainable development involving fulfilment of the commitments agreed in the Kyoto Protocol.

The objectives in Pillar 5 of NRP are:

- to guarantee effective competition in goods and services markets;
- to improve sector regulation and render it more transparent;
- to increase the efficiency of and modernise the public administration;
- to rationalise consumption and improve the efficiency of natural resources, particularly water;
- to improve the trade balance by increasing the competitiveness of Spanish companies;
- to comply with the Kyoto Protocol target and the CO2 National Allocation Plan 2005–2007 and with the transversal objective referred to in Chapter 3 on CO2 emissions reductions, the following objectives must be added:
 - efforts towards the reduction of emissions and costs of purchasing emission allowances will be distributed according to the current proportional share among sectors included within the scope of application of Act No. 1/2005 and sectors not covered by the European Union Directive ETS;
 - to secure absorption equivalent to 2% in sinks and the acquisition of 100 million tons of CO2 through the flexibility mechanisms in the Kyoto Protocol.

There are a great number of measures foreseen to achieve these results. We will focus on those related to the regulatory framework and the modernisation of Public Administrations:

- Management regulation improvement. To improve the memorandums accompanying regulatory proposals, both in the analysis of the overall impact of these proposals and in the economic impacts beyond mere budgetary impact;
- Public sector contracting. Adoption of *Ley 30/2007, de Contratos del Sector Público*, the Public Sector Contracts Act, to increase the efficiency and transparency of public contracting;
- Passage of the regulatory framework of State (Central Government) Agencies. *Ley 28/2006, de 18 de julio, de Agencias estatales para la mejora de los servicios públicos*, the Central

Government Agencies Act. This new concept of State Agencies is designed to introduce a management model that adequately balances the principles of independence, control, and responsibility for results, enhancing the service with resulting benefits for users and taxpayers;

- The creation of the National Agency for the Evaluation of Public Policies and Quality of Services intended to promote and perform evaluations of public policies and programs favouring the rational use of public resources. By an authority granted under the Central Government Agencies Act, the *Real Decreto 1418/2006, de 1 de diciembre, por el que se aprueba el Estatuto de la Agencia Estatal de Evaluación de las Políticas Públicas y la Calidad de los Servicios*, the Royal Decree 1418/2006 of December 1, 2006, enacted the charter of the National Agency for the Evaluation of Public Policies and Quality of Services;
- The *Ley 7/2007, de 12 de abril, del Estatuto Básico del Empleado Público*, the Public Employment Basic Statute, to permit selection of the best candidates, to provide openings for professional promotion, and to stimulate public service commitment;
- To promote e-Administration. As part of the AVANZ@ Plan, to implement the CONECTA Plan 21 to foster e-Administration with the aim of facilitating the transparency, efficiency, and connectivity of the administrations and their connectivity with citizens;
- Integrated citizen service offices. Services accessible equally through the offices of the various administrations through technological channels, the Internet, and new mobile resources. To provide a standardised and increasing catalogue of public services such as document reception, company creation, and aid procedures;
- An action plan to eliminate administrative obstacles and foster simplification designed to reduce the requirements for the presentation of documents by the public and to ensure through the use of technological procedures that the administration does not ask citizens for documents it already has.

State Fund for Local Investment

Complementary to those measures contained in the National Reform Programme being implemented as part of the Renewed Lisbon Strategy, the Spanish Economy and Employment Stimulation Plan "Plan E" includes, among others, an ambitious programme of measures designed to modernise the Spanish economy,

One of the measures included in "Plan E", which is important due to its link with local and regional growth and its support for innovation, is the State Fund for Local Investment, an exceptional budgetary stimulus, aimed at invigorating economic activity and fostering the creation of employment

More info:

<http://www.plane.gob.es/>

<http://www.mpt.es/prensa/actualidad/noticias/2008/12/20081210.html>

Plan for the Rationalisation of the State Public Enterprise Sector

In January 2010, the Council of Ministries assumed the commitment to the approval of a Plan for the Rationalisation of the structures of the Central Government Administration and of the State Public Companies Sector, in the framework of the approval of the Immediate Action Plan 2010 and Central Government Austerity Plan. To fulfil this commitment, the Council of Ministers of 30 April 2010 approved the Plan for the Rationalisation of the State Public Enterprise Sector. This Plan foresees a significant reduction of public societies and positions aimed at enhancing the effectiveness of Public business sector operation.

The Spanish Government will follow up continuously the development of the Plan and will issue a report in the first trimester of 2011.

Monitoring and/or evaluation mechanisms for the appraisal and revision of the projects

To facilitate accountability and the annual review of the National Reform Programme, both a monitoring mechanism and an evaluation system were established.

With respect to the NRP monitoring mechanism, the Delegate Government Commission for Economic Affairs (CDGAE) commissions at least one Annual Monitoring Report to be drawn up prior to the European Commission's annual autumn review. The Annual Monitoring Report on the NRP compiling the previous twelve months' advances is made public. It details the measures implemented in each of the NRP's action pillars, proposing changes and new measures in those areas requiring them. The Report also includes a review of the extent to which the Programme's intermediate and final objectives have been met. To facilitate public monitoring of the Programme—with a view to complete transparency—a battery of monitoring indicators are published for this task.

So far, the 2008 and 2009 Annual Monitoring Reports have been elaborated:

More information:

<http://www.la-moncloa.es/PROGRAMAS/OEP/PublicacionesEInformes/PNR/InformeAnualdeProgreso2008.htm>

<http://www.la-moncloa.es/PROGRAMAS/OEP/PublicacionesEInformes/PNR/InformedeProgreso2009.htm>

The Government is aware of the crucial role that the Social Partners, the Autonomous Communities, and the Parliament should play if the NRP is to meet its widely shared targets. The Government therefore maintains a dialogue in the preparation of these reports with the Social Partners, the Regional Representatives, the Parliament, the Chambers of Commerce, and those other agents who have collaborated in the NRP, meeting with them at least twice a year as the monitoring process advances.

For an independent evaluation of the NRP in parallel with this monitoring mechanism, the Council of Ministers commissions an annual evaluation from the National Agency for the Evaluation of Public Policies and Quality of Services, which is supported by the Sustainability Observatory. This independent evaluation looks at the degree of application and success of the main measures in the seven pillars of the National Reform Program. This annual assessment of the NRP is made public by the National Agency for the Evaluation of Public Policies and Quality of Services (see Spanish National case in this study).

More info:

http://www.aeval.es/es/evaluacion_de_politicas_publicas/evaluaciones_de_la_agencia/

SWEDEN

Coordination

The chief responsibility for the Lisbon strategy and the preparation of the national reform program rest with the Prime Minister's Office and are the responsibility of the Minister of EU Affairs.

However, the broad strategic policy approach taken by the Government to meet the Lisbon targets means that most ministries in the Government Offices are involved in the preparation of the Swedish Reform Programme. The preparation of the program is closely linked to the yearly budget process and the preparation of the Budget Bill in September. An inter-ministerial working group led by the Prime Minister's Office and closely linked to the budget process is responsible for the operational work.

The national reform program in Sweden is like all other decision by the Government a collective decision by the Government and prepared according to the internal roles of inter-ministerial consultation.

The Swedish reform programme is submitted to the Riksdag (national parliament) as a Government Communication and consequently considered by a committee of the Riksdag and discussed in a plenary session each year.

Social partners

The Swedish labour market has a high degree of organisation, a broad coverage of collective agreements, and a well-developed social dialogue. The social partners traditionally resolve many issues through collective agreements without central government intervention in the form of legislation or the involvement of public authorities. Consequently, the social partners play a key role in creating conditions for sustainable growth and full employment.

The social partners are consulted as part of the preparatory work on the Swedish Reform Program. The social partners (the Confederation of Swedish Enterprise, the Swedish Trade Union Confederation, the Swedish Confederation for Professional Employees, the Swedish Confederation of Professional Associations, and the Swedish Association of Local Authorities and Regions) have also contributed with joint submissions to the Reform Programs.

Regular consultations take place between the Government and the social partners on EU matters associated with employment and the labour market, as well as on other issues that affect the social partners. These consultations, which take place both at the political level and with senior civil servants, provide opportunities to discuss important EU issues in relation to national policies and the Government's actions.

Civil society

From the start, the Government has invited civil organisations in Sweden—including the social partners, industry bodies, and NGO's—for consultations on the implementation of the Strategy for Growth and Jobs in Sweden. Last year, round-table discussions took place on three separate occasions, and a total of some fifty organisations participated. The organisations were also invited to present written submissions, which some twenty organisations did.

Relationships with body represented in IPSG

The Swedish Agency for Public Management, which is representing Sweden in the IPSG, is generally following the Swedish implementation and especially activities connected to public administration.

National Programme

It is almost impossible to shortly summarize all the activities in the National Action Programme that relates to the functioning of public administration system. The Government is in many ways active in trying to improve management in the government administration and making it more effective. Besides the Action Programme, the Government is about to present its government bill on to further promote quality and efficiency in public administration which will point out the goals and directions for public administration.

7. NATIONAL CASES

AUSTRIA

Title of the project: Austrian electronic network (AT: net)

Responsible institution / person for implementation of the project

Austrian Research Promotion Agency (FFG), Jan-Martin Freese

Purpose, goals and objectives of the project

Extension of the broadband net and implementation of a high quality, innovative and affordable access

Short description of the project's content

(See annexed Implementation Report 2009, page 12)

The federal government has agreed on and decided in favour of access technologies (broadband, glass fibre) and resolved to implement the IKT Master Plan for the Promotion of Key Technologies as updated in 2007.

By the end of 2008, line-bound broadband access was available for nearly all Austrian households (more than 96%). More than half of the households made use of this utility. The figure goes to show that the utility though it has been made available by the licensees has not been accepted in the technically possible full scope by the consumers. Taking into consideration also the wireless broadband connections, already 77%¹⁴ of the households make use of the broadband. Measured against the population (per capita) the penetration with broadband connections is approximately 21.4%. Austria is, therefore, slightly below the EU-27 average (22.9%)⁵. Including the wireless broadband connections, the penetration rate is approximately 34.3%⁶.

Within the programme *Austrian electronic network (AT: net)* in addition to the further development of the broadband also the creation of a high-quality, innovative and goodvalue access is to be promoted and the innovative utilisation of research results it to be supported. The Economy Package I provides for an additional 5 mn Euro each for 2009, and 2010, respectively, for AT: net. In 2008, all in all 54 projects with an aid volume of 5.1 mn Euro were completed. In January 2009 the third call was tendered, the fourth in April 2009, the funds amounting to approximately 2.5 mn Euro per tender. For the autumn, another larger call from the funds of the Economy Package is planned.

In addition to the national funds, financial resources are provided also within the framework of the European Economy Programme so as to stimulate the European economy⁷ for infrastructural broadband projects. So as to be able to have access to the funds and trigger economy-effective impulses in a timely manner, the relative monitoring committee⁸ has revised the Austrian Programme for the Development of Rural Areas 2007-2013. The revision of the programme includes a promotion of investments in infrastructural broadband projects of 30 mn Euro (15 mn Euro EU + 15 mn Euro Austria (federal government and federal states)).

⁵ Report on the Status of the Austrian Domestic Electronic Communications Market 2008 (14th report), March 2009; http://ec.europa.eu/information_society/newsroom/cf/itemlongdetail.cfm?item_id=4784

⁶ In the field of wireless telephony broadband Austria is, at an 11.4% penetration rate, leading in the European Union (EU average 2.8%), cf. Report on the Status of the Austrian Domestic Electronic Communications Market 2008

⁷ Note of the Commission to the European Council, European Economy Programme (COM(2008)800)

⁸ Committee monitoring the measures within the framework of the Austrian Programme for the Development of Rural Areas 2007-2013 (Monitoring Committee LE07-13)

BELGIUM

Title of the project: Fed20: Identification and development of Indicators (KPI) of the Human Resources management performance in the federal public administrations

- Start in: 2008
- Adaptation and selection of 20 KPI
- Validation by the network of the HR directors
- Measurement, collect, share the results (benchmark) of the KPI for the participating federal public administrations

Title of the project: Inventory of the tools of good governance /management in the federal public administration

One of the priorities stated in the governmental declaration of October 13 2009 was that the population is entitled to properly functioning institutions, adapted to the present day needs. The improvement and the functioning of the public administration is part of this.

In execution of the decisions of the council of ministers during the budgetary conclave of October 2009 the Federal Public Service Personnel and Organisation (P&O) has received the task to make an inventory of the presence of instruments of good management in all federal organizations.

Its' goal: to work on good governance, quality and effectiveness of the public services by reinforcing the existing good practices in combination with giving new impulses.

Its' objectives:

- to obtain responsive and proactive federal public services,
- being aware of the current and future needs and expectations of their customers , able to anticipate those needs and to organize themselves;
- translating the priorities in clear objectives and responsibilities and work in a cost-efficient manner towards the aimed results and effects;
- being an attractive and innovating employer by implementing a dynamic and motivating personnel policy
- cooperating internally and beyond their borders thinking out of the box to reach the objectives.

The questionnaire which was developed covers most of the elements related to organisational management. The design of this questionnaire has been discussed with the senior executive civil servants of the different federal public administrations. Based on their observations and/or suggestions, the questionnaire has been adapted and has been sent on Wednesday December 9 2009 to all managers concerned by digital carrier.

On Friday January 15 2010 we have received the answers of 41 of the 42 administrations that were invited to reply.

The data of this inventory are entirely based upon the declarations of the respective organizations. The answers of the latter were not checked by the Federal Public Service P&O.

A first report was presented on Friday to the council of ministers on February 12 2010. This first report wants to draw a basic picture "as is" of the general situation and it limits itself to an overview of the answers given to the primary cardinal questions. The results are presented in two ways: by type of organization and by number of employees.

A second battery of questions and open questions will be processed in a second phase and a report will be produced per organisation involved. Each time these reports will be directly provided to the organization in question.

Title of the project: Modernization of the Federal website

The Belgium.be portal is an initiative by the Federal authorities. It has been developed and is maintained by the FPS Chancellery of the Prime Minister and the FPS Fedict, in close cooperation with all the Federal Public Services, together with the Regional and Community public services.

The Belgium.be portal gives simple, fast and user-friendly access to all the online information and services proposed by public authorities in Belgium.

A gateway to the official web

In actual fact, the Belgian web numbers over 1,200 official sites! Many institutions are present on the web, at all levels of power. These sites propose a multitude of practical information, transactional services, publications to be downloaded, contact points, videos, etc.

The Belgium.be portal provides help to all users in search of information. It proposes, among other things:

- thematic pages written in a simple language
- catalogues of publications, addresses, electronic services ...
- a search engine for the official sites

Furthermore, Belgium.be devotes a lot of space to news and every day it echoes whatever new is happening in the area of public services (decisions, new regulations, events, publications, etc.).

Lastly, if, nevertheless, people have not found what you were looking for, Belgium.be answers all your questions and suggestions, via an e-mail contact form.

Belgium for everyone

The "Belgium" part of the portal is also the ideal place for whoever wants to know more about our country: its history, its institutions, the famous (or not so famous) people who live here ... will be soon available on these pages. A real living pocket encyclopaedia about Belgium!

Title of the project: Citizen/customer oriented services development

- complaint process management implementation in the federal public administrations
- citizen/customer satisfaction surveys
- development of e-services (e-Id card, tax-on-web...)
- participation to the Customer Satisfaction Management Learning Team in EUPAN network

Title of the project: Total Quality Management in Public Administration

- Promoting the use and support of the Common Assessment Framework
- Organisation of the national quality conference (bi-yearly), encouraging the benchlearning approach in Total Quality Management domains.

Title of the project: Review of social protection in Belgium

Federal Public Service Social Security has issued a new brochure providing a detailed review of social protection in Belgium. The figures listed in the brochure could be used as the basis for a transparent, in-depth discussion on Belgian social security.

The brochure, entitled "Indicators of social protection in Belgium - Belgium in Europe" (PDF, 76 p. – 2.79 MB), reflects FPS Social Security's involvement in developing indicators at international level within the framework of the EU Lisbon strategy, Eurostat and the OECD.

The following topics are discussed in the brochure:

- general aspects of social protection;
- ageing and pensions;
- the labour market;
- health;
- households and the family;
- housing.

There are three types of indicator for each topic:

- results achieved;
- resources used;
- contextual factors

CYPRUS

Title of the project: Managing Quality through Organisation and Employee Performance Management

Responsible institution / person for implementation of the project

Public Administration and Personnel Department (PAPD), Ministry of Finance

Purpose, goals and objectives of the project

The main purpose of the project is to enhance quality and promote efficiency and effectiveness in the public service.

The goals/ objectives of the project are:

- to create a performance and results oriented culture;
- to improve employees' satisfaction and enhance their motivation;
- to place more emphasis on employee development;
- to improve the quality of service provided to the end users/clients;
- to improve processes taking into account the overall strategy and planning;
- to better utilize the resources available, i.e. people, technology.

Short description of the project's content

The project concerns, specifically, the design of a new employee performance appraisal system in the public service supported by and combined with the implementation of CAF as a means to assess and improve organisation performance and, as a result, the quality of service provided to the public.

The problems the project deals with are the following:

At the moment, 97% of employees are rated as "excellent". This overrating of staff has the following consequences:

- lack of information with regards to personal performance and lack of clarity on the performance expected by the appraisers, and
- no differentiation among staff Both consequences lead to the fact that the best performers are not always promoted, and this has a negative impact on staff motivation. In addition, the current system is used exclusively for promotion purposes and no emphasis is placed on using appraisals to identify areas for improvement and development.
- This situation has an impact on staff productivity and on the quality of service. In addition, it appears that organizations in the public sector need to have clearer strategies and objectives. Objectives should be defined on both the organizational and individual levels and must be specific, measurable, and realistic. Moreover, more emphasis should be placed on planning, which should also be closely related to the strategy and objectives of each organization. Other problems include the following:
 - the need to enhance leadership and management skills, and
 - the need to improve the processes within organizations and, in general, the internal organization and working methods in order to become more transparent, fair, accountable, and communicative

Approach to the implementation, main activities, duration

The new performance appraisal system has been developed in close cooperation with a private consultancy firm. The consultants carried out workshops with all the stakeholders involved and also an employee attitude survey. Based on the information gathered, the new system was designed. The draft of the new system was presented to the Council of Ministers, which was positive towards it and gave the go ahead to the PAPD to discuss the new system with the civil servants' trade union. After an agreement with the trade union is reached, the provisions of the new system will be drafted in the form of regulations/directives and will be submitted to the Council of Ministers and the House of Representatives for approval. Following the system's approval, the PAPD along with the Cyprus Academy of Public Administration will proceed with the training of both the appraisers and appraisals. The project was estimated to have duration of two years, so as the system to be put in effect in 2009. However, this deadline was not met due to other priorities concerning the economic stability of the country. The discussions with the civil servants' trade union have been reactivated aiming at the finalisation of the new system by the end of 2010. The basic principles of the system, its objectives and the assessment criteria per level of staff were discussed and altered. Based on the agreed assessment criteria, the competency frameworks have been developed for each level of staff, so as to reflect their level of responsibility. In addition, a project plan has been prepared for the finalization of the new appraisal system which includes, amongst others, the finalization of appraisal forms, the preparation of Guidance Notes and the drafting of provisions in the form of regulations/directives. Meanwhile, efforts to further promote the adoption of CAF by the various public sector organisations have been intensified in order to create a performance oriented culture that will support the implementation of the new employee performance appraisal system. To this end, an action plan has been developed. The activities of the action plan include, among others, the organization of presentations and workshops in the various Ministries/Departments and other public sector organizations, the organization of one-day networking events for CAF users twice a year, the organisation of quality conferences, the participation in other quality conferences abroad, etc. The efforts to maximise the number of CAF users will continue.

Expected (or achieved) results and impacts and how are they will be/are measured

- enhancement of training;
- Enhancement of efficiency and effectiveness in the public service;
- Enhancement of communication;
- Improvement of staff motivation;
- Focus on quality;

- Clarity with regards to what is expected from staff.

Measures include the following:

1. Number of meetings with the trade union on the introduction of a commonly agreed new appraisal system;
2. Number of scheduled presentations to targeted organisations for the promotion of CAF;
3. Number of organisations that have implemented CAF;
4. Number of Best Practices submitted for participation and presentation at a European level;
5. Number of Quality events (conferences, seminars, presentations, etc) organised to promote quality in the public sector;
6. Number of workshops attended by the Permanent Secretaries and other high level managers in order to understand the benefits of the new performance appraisal system;
7. Citizen satisfaction with the quality of the service provided.
8. Employee satisfaction with the current performance appraisal system
9. Cost effectiveness: Increase of productivity and utilization of Public Sectors' employees

Short description of the project's contribution to the Lisbon Strategy goals – argumentation why this project is representative for your country

Promoting structural reforms targeted at enhancing competition and improving the overall business climate is one of the policy areas under the microeconomic section of the National Reform Programme of Cyprus. One of the key areas that contributes to the improvement of the overall business climate of the country is the “Increase of efficiency of the public sector.”

The Government of Cyprus acknowledges the decisive importance of a well-functioning public sector for the overall business climate within a country and within this framework has promoted the implementation of several projects and reform measures. One of these is the project of “Managing Quality through Organisation and Employee Performance Management” described above.

It should be noted that although efforts to promote the use of CAF were intensified, the introduction of the new performance appraisal system has made little progress due to the sensitivity of the issue and the long consultation procedures with the civil servants' trade union. However, the objective remains the same: to focus on the quality of public services and to promote efficiency and effectiveness in the public service to create a performance and results oriented culture

CZECH REPUBLIC

Title of the project: Introduction of Regulatory Impact Assessment into the decision-making process in the Czech Republic

Responsible institution / person for implementation of the project

The Ministry of Interior, namely the Department for Effective Public Administration; on the Government level the overall responsibility for the fulfilment of this commitment is assumed by the Minister of Interior.

Purpose, goals and objectives of the project. Short description of the project's content

Purpose: Preparation of high quality legislation adopted on the Government level by strengthening the transparency of the decision-making process and involvement of the public in the preparation of government policies.

Goals:

- Introduction of the obligation for all central state administration authorities to undertake a full impact assessment of all draft legislation on the basis of the amendment of the Legislative Rules of Government;
- Establishment of control mechanisms for the quality check of elaborated RIA studies and commitment to the compulsory procedures.

Objectives:

- Elaboration of the RIA Methodology; first draft adopted in April 2005, the amended version adopted in August 2007;
- Amendment of the Legislative Rules of Government introducing the obligation to carry out RIA according to the adopted RIA Methodology (in force since November 2007);
- Establishment of the Board of Deputy Ministers for Regulatory Reform and Effective Public Administration (hereinafter referred as "Board") during the year 2007 with quality control competence over proposals submitted by the drafting authority via the secretariat of the government (the Government Office) for the Government's approval.

Approach to the implementation, main activities, duration

The implementation of the project was divided into two main stages. The first one was the pilot phase was launched in April 2005 during which the first version of the RIA Methodology approved by the Government was tested on selected legislative drafts. This phase was completed after an evaluation of the experience gained by the end of 2006 which offered inputs for amendments to the RIA methodology finally approved by the Government in August 2007.

The full obligation to carry out the RIA Methodology came into force with the subsequent amendment of the Legislative Rules of the Government in November 2007, which meant the completion of the second phase. The third phase lasted along the year 2008 during which the practice was followed and reviewed by the Ministry of Interior. The results of the review of the process were summarized in the report submitted to the Government in September 2009. The report appraised the general functioning of the process and its added value as to the increase of the evidence based justification of the government draft laws, whereas having addressed also some of the persisting weaknesses of the process, as e.g. a lack of an early planning by ministries enabling to provide a sufficient time for development of impact assessments as well as it included a call for diminishing a degree of a formalism resulting from the often evaluation only of a preferred proposed option and 'a zero option' in impact assessments to concrete proposals.

The implementation of the RIA process was carried simultaneously with other supporting process of which one is the training of civil servants in the RIA methodology. According to data available, just in 2008 some 243 officials were trained in the RIA methodology in the framework of the training courses provided in cooperation with the Institute of Economic Studies of Charles University in Prague by the Institute of State Administration.

Short description of the project's contribution to the Lisbon Strategy goals – argumentation why this project is representative for your country

Taking into account the fact that a growing number of government decisions in the form of adopted policies may bring direct and also indirect redistributive effects on different groups of populations, the RIA process was introduced with the aim to provide for a systematic evidence-based decision making which takes into account all expected impacts of the proposed policies.

The process should contribute to the elaboration of new legislation that takes into account all existing regulatory measures in a given field, evaluates and clearly indicates the pros and cons of the proposed solution, considers available solutions based on exploiting both regulatory as well as non-regulatory measures and which also, among others, contributes to the reduction or at least avoiding of unnecessary administrative burdens on businesses.

By imposing the general requirement on the government public authorities to developed individual draft proposal on the basis of ongoing consultations with affected stakeholders and by putting the requirements to demonstrate the explanation and the reasoning for the proposed options, this introduction creates room also for a greater transparency and openness of the public administration

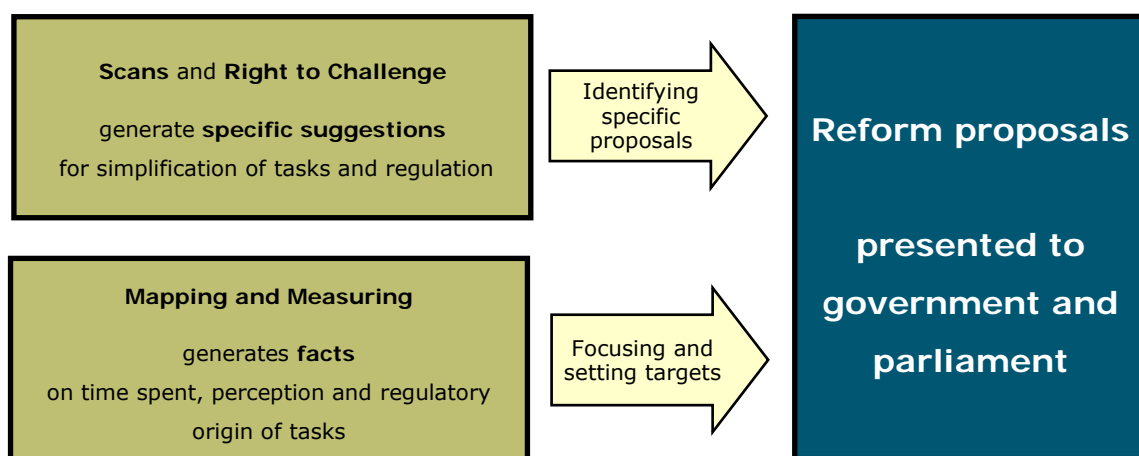
and the way it works. Last but not least, properly developed impact assessment is also a precondition for a systematic ex post evaluation of the existing government policies and in a broader and a long-term perspective it should contribute also to the simplification of the regulatory environment and a repeal of obsolete measures, therefore providing for clear and understandable regulatory framework.

DENMARK

Title of the project: Better regulation – cutting bureaucracy.

In 2008, the Danish government as part of the Quality Reform decided to initiate an ambitious programme on better regulation inside government. The programme supplements the persisting efforts to reduce administrative burdens on businesses and ensuring the quality of new regulation. The main goal of the programme on better regulation inside government is to create a more effective public sector by reducing the amount of time spend on paperwork and administration, and by granting local management more autonomy and scope for professional discretion.

The programme on better regulation inside government is based upon an innovative and systematic methodology that consists of three interrelated methods: 'Scans' and 'Right to Challenge' engage front line personnel, local managers and local institutions in developing specific proposals for simplification. 'Mapping and Measuring' provides information about the time spent on administrative tasks by front line personnel and their perception of these tasks. Thus, the three methods provide the necessary basis for formulating reform proposals for decision-making at the political level. The figure below illustrates the methodology, and how the three methods are interrelated.



The approach employed is broad since it is not limited to regulation and legal rules, but includes the interaction between legal rules, work flows, ways of organisation, IT-systems and reporting practices as well. The approach is also broad in the sense that it is based upon reciprocal commitments and agreements between the central government and municipalities.

The first result of the programme is a comprehensive reform proposal presented to the Danish Parliament in 2009. The reform proposal consists of 105 specific proposals concerning eight central welfare areas in municipalities and regions, e.g. public schools, nursing homes, day care centres, and hospitals. A reform proposal concerning the internal workings of central government institutions followed in January 2010.

The ministries will continually report on progress and results achieved. The programme will be carried through from 2008 to 2011 with a budget of 6.7 million Euros. A unit placed in the Ministry of Finance will coordinate the programme.

ESTONIA

As the projects to achieve the goal to improve the effectiveness of the public sector (see National programme) are only in the state of launching or planning, we are not able to provide the information yet. However after implementing these projects, we hope that the results will be interesting to other member states.

FINLAND

Title of the project: Creating a New Ministry – Ministry of Employment and Economy.

Responsible institution / person for implementation of the project

The creation of a new ministry was launched by the Government Programme in April 2007. This Government Programme stated that the Ministry of Trade and Industry, the Ministry of Employment, and the regional development departments of the Ministry of the Interior should be merged to form a totally new ministry, the Ministry of Employment and Economy.

Purpose, goals and objectives of the project

The objective behind creating this ministry is to ensure the competitiveness of Finland (growth and jobs).

Short description of the project's content

The Finnish state government got a totally new ministry in the beginning of year 2008, the Ministry of Employment and the Economy (MEE). Ministry of Trade and Industry and most parts of the Ministry of Labour were merged into one new ministry where also functions that relate to the development of regions - previously situated in the Ministry of Interior - were moved, as well as some functions from the Ministry of Social and Health Affairs.

The idea of structural changes had been around for a long time, but in the previous Government (2003-2007) the solution was to strengthen horizontal co-operation by policy programmes. Actually one of that Government's horizontal policy programme was the programme on employment and entrepreneurship, issues that are at the core of the new ministry.

The ministry is responsible for the operating environment underpinning entrepreneurship and innovation activities, securing the functioning of the labour market and workers' employability, as well as for regional development within the global economy. All EU-countries are actively thinking of how to combine education and employment in a way that creates welfare and competitiveness and the Finnish Ministry of Employment and the Economy (MEE) aims to be the Finnish solution to the question of how to better help work (job opportunities) and people looking for a new job to meet each other. The aim of this merger was to find synergies and not just to cut and paste two ministries and parts of a third into one. The whole structure (eg. departments, horizontality) is brand new, but the core innovation is the leadership structure of the ministry and its whole administrative field. There is in the ministry a corporate governance unit that is responsible for strong co-ordination and performance management of all the agencies, institutions and the whole administrative field that the ministry is responsible for. Please see the organisation of the ministry: <http://www.tem.fi/index.phtml?l=en&s=2075>

Approach to the implementation, main activities, duration

The creation of the new ministry started right after the Government Programme in April 2007, and the new Ministry started working on January 1, 2008.

Expected (or achieved) results and impacts and how are they will be/are measured

One key reason behind the change and the need to build a new ministry was to boost innovation and competitiveness of the Finnish nation.

Short description of the project's contribution to the Lisbon Strategy goals – argumentation why this project is representative for your country

After the merger it has been said that 70 % of the European Union Lisbon strategy issues are in this ministry.

GREECE

Title of the project: Operational Programme “Public Administration Reform 2007 – 2013”

Responsible institution / person for implementation of the project

Hellenic Ministry of the Interior, Decentralization & Electronic Government.

Purpose, goals and objectives of the project

The field of intervention of the Operational Programme is the Public Administration, that is: Public Services of the Central Government (Ministries, General Secretariats, General Secretariats of Regions) as well as independent authorities – Legal Entities of Public Law– Local Government Authorities (of 1st and 2nd degree).

In the Operational Programme eligible beneficiaries include other public bodies (Legal Entities of Private Law, no-profit making), NGOs and organizations of the tertiary sector (that is private bodies that render services of public interest or services of which the characteristics and quality is related to the regulatory competency of the State, or supplying services to citizens contributing to public policies), social partners, etc., of which their objectives and role is in compliance with the actions of the Operational Programme.

The strategic objective of the OP “Public Administration Reform 2007-13” is the improvement of the quality of governance through the enhancement of the effectiveness and efficiency of public organisations, as well as the strengthening of accountability and professionalism through the broadening of public consultation and the participation of stakeholders.

The OP has 3 general objectives subdivided into specific objectives:

General objective I. – Enhancement of public policies’ quality through the modernization of the regulatory framework and the reform of structures and procedures, with the specific objectives:

- strengthening of the mechanisms for strategic planning, enforcement, and control of public policies;
- improving accountability and transparency;
- better regulation;
- improving the quality of public services provided to citizens and enterprises.

General objective II. – Development of human resources in Public Administration, with the specific objectives:

- strengthening of HRD policy through structural and institutional changes.
- improvement of the quality and effectiveness of the educational and training system to support the institutional and structural changes in Public Administration.

General objective III. – Reinforcement of gender equality policies in the whole range of public action, with the specific objectives:

- Improving the quality and efficiency of gender equality policies of mechanisms and structures to implement, monitor, and assess gender issues.

- Reinforcing of the participation of women in decision making.

Short description of the project's content

The interventions of the OP priority axes are aimed at an integrated approach for the structural treatment of long-term innate malfunctions of public administration with selected categories of actions of institutional, organizational, and administrative change of strategic and exemplary character that shall have multiplier effects. Specifically for these reasons, the main OP interventions are developed by priority and in particular by policy fields that play an important role in promoting economic development and social cohesion and are also connected to the provision of the most critical services to society, citizens, and enterprises. These policy fields are the following:

1. Entrepreneurship (creation of favourable business environment)
 - Licensing of manufacturing businesses;
 - Creation of central register for businesses;
 - Public procurements.
2. Support of controlling mechanisms
 - System to supervise the food market;
 - Supporting the function of the General Inspector of Public Administration.
3. Social Security
 - Decrease of time needed for obtaining main and sequential insurance by the Social Security Institute;
 - Restructuring the "Organization for Insurance of Self Employed" Fund (O.A.E.E.) created by the mergers of the three insurance funds of free lance employees.
4. Agricultural policy
 - Adjustment of structures of the Ministry of Agricultural Development and Food according to the new CAP.
5. Health and Social Solidarity
 - Restructuring of the administrative capacity of 2nd level health services;
 - Organization and support of the new public procurement system for hospitals;
 - Support of the organization and operation of the 1st level health services.
6. Immigration policy
 - Restructuring the services for foreigners and immigrants of the Ministry of Interior, Decentralization and Electronic Government, and the regional authorities responsible for improving the issuance of residence permits;
 - Speeding up the process of family reunification by removing bureaucratic obstacles;
 - Support of structures for promoting the social inclusion of immigrants.
7. Justice
 - Supporting the administrative capability of the Ministry of Justice, Transparency and Human Rights and the improvement of services to citizens via the use of ICT and upgrading human resources.

Approach to the implementation, main activities, duration

The strategic planning for the administrative reform which is required for the successful transition to the knowledge economy and to sustainable development is depicted in the operational programme "Public Administration Reform" 2007-2013. The main pillars of the Public Administration Reform are:

- Human Resources Development
- Administrative structures reorganization

- New Technologies dissemination and best use
- Regulatory Reform for the reduction of administrative burden

• **Human Resources Development**

The Civil Servant's Code (Law 3528/2007) and 4 circulars supporting implementation have been put into effect, regulating issues concerning public servants mobility, service councils, classification of posts and leaves.

As far as public servant's training is concerned:

- 12 Regional Institutes of Training are in operation, in which civil servants can participate in introductory and continuous training programmes.
- a large number of civil servants employed at the public services' Education Directorates have been trained on the methodology to identify training needs identification. Moreover, the National Centre for Public Administration and Local Government is offering consulting support to public organizations for the identification of their training needs.
- An e-learning training programme is running for the past 3 years offering training to technical personnel, organizers and teachers of e-training modules.
- Special training programmes addressed to public servants who are promoted to high – ranking positions (Directors and General Directors).
- Special training programmes on performance management and total quality management with particular reference to the Common Assessment Framework (CAF) are running for the past 2 years.

Furthermore in the Operational Programme “Public Administration Reform” 2007 – 2013, a specific axis has been included for the development of human resources. Actions aim at promoting structural and institutional reforms and improving the quality and the effectiveness of the provided educational and training programmes. In the specific Operational Programme axis, the projects included among others are:

- Job profiles development.
- Development of Trainers certification system.
- Upgrade of Introductory Training.
- Elaboration of educational plans on behalf of the Ministries and other public organizations.
- Development and implementation of the educational structures' certification system.

• **Structural and Operational Modernisation of Public Services**

A system of Management by Objectives has been introduced (Law 3230/2004) in the public sector. The aim of this system is to improve the effectiveness and efficiency of public services. Moreover, the use of total quality models by public organizations (the Common Assessment Framework, in particular) is promoted by the Ministry of Interior, Decentralization and E-Government in an attempt to improve the quality of public services provided to citizens. To this end the National Quality Awards for Public Organizations has been established in order to identify and reward excellence in public organizations. Furthermore, within the first specific objective of axis 1 of the O. P. ‘Public Administration Reform’ 2007-2013 for “Improving the strategic planning and implementation mechanisms of public policies”, actions aiming at the organizational and operational reform of the central, regional and local government administration, are included (management by objectives, improving efficiency).

• **Development of e-government**

New technologies constitute a factor of decisive importance not only for the improvement of public sector efficiency, but also for the creation of a modern development model, in general.

The implementation and use of digital signature and encryption in public administration is already in operation. The creation of the National e-government Portal "ERMIS", is currently underway, as a unique access point for citizens to public services for information, as well as, for the realisation of e-transactions (Authentication System).

- **Better Regulation and Administrative Burden Reduction**

According to the Prime Minister's circular new elements are being introduced progressively in the regulation procedures.

- Impact assessment (ex ante and ex post).
- Simplification of Procedures and administrative burden reduction
- Incorporation of Community Law
- Codification

- **Regulatory Impact Assessment**

The effort to limit excessive legislation, to improve the quality of legal and regulative documents, to gradually abolish redundant provisions and, in general, to simplify the legislation is particularly important. The central point of the Regulatory Reform is the ex-ante assessment of the proposed regulatory provisions, prior to their implementation.

Specifically, every ministry which promotes a regulatory intervention prepares an "Ex Ante Impact Assessment" report. In this report it is assessed the financial, social, and environmental impact of the proposed interventions. In particular, as far as the financial consequences are concerned, an analysis is conducted on the expected impact of every provision on competitiveness, markets, commerce, services, investments, direct and indirect cost, as well as on administrative requirements and the administrative burdens imposed on companies, especially on SMEs, on consumers, on economic sectors, on public services and mostly on employees. Referring to social impacts, the expected results of each regulation are analysed with respect to the labour market, the quality of jobs, improving equal treatment and equal opportunities, gender equality, social and consumers' rights, public health and security, access to education, social protection and services. Finally, all possible impacts to the environment and sustainable development are analysed and clear suggestions are formulated for the improvement of the quality of the environment and the reduction of environmental risks.

Furthermore, the regulatory reform programme, introduces new elements for the monitoring of the implementation of new regulations. The procedure is still under development. It is foreseen that an "**Ex post Impact Assessment Report**" will be carried out by the competent Ministry in order to evaluate the implementation of its new regulations.

In addition, the Ministry of Interior, Decentralization and E-Government is carrying out impact assessments within the framework of the project "Framework of participatory e-democracy for the impact assessment of public administration regulations" which is funded by the operational programme "Information Society". Impact assessments are carried out for regulations in the following sectors: tourism, manufacturing and commercial firms and telecommunications. The simplification of procedures is also conducted in these sectors by implementing the Standard Cost Model.

- **Simplification of Procedures and Reduction of Administrative Burden**

As far as simplification of procedures is concerned the following should be noted:

- The obligation to submit 148 different supporting documents in order to follow specific administrative acts was removed and replaced by a simple solemn statement.
- The promotion of the "inter-service search", by demanding ex officio 23 supporting documents necessary to proceed with certain administrative acts by the administration.
- 46 new procedures are enlisted to the log of procedures that are carried out through the Citizens' Service Centres.

- 24 new Citizens' Service Centres were founded.
- During the period under consideration, 3,5 million citizens visited the Citizens' Service Centres in order to run 650 different administrative procedures. Daily on average 13,300 citizens visit the Citizens' Service Centres and 970 citizens on Saturdays.
- 3 out of the 10 most frequently asked procedures in the Citizens' Service Centres, are carried out on the spot, while the rest are processed between 5 and 10 days.
- The licensing procedure for sanitary interest enterprises (relevant to the preparation and distribution of food and beverages) was simplified. The simplification measures are also valid in cases of transfer of rights because of inheritance.
- The administrative cost deriving from inspections to cinemas and theatres was reduced by 30%.

In the O.P. "Administrative Reform 2007 – 2013" a specific objective is included relating to the **improvement of regulations**. Among the actions to be undertaken is the development of "Documentation and Analysis Units" within the Ministries, under the coordination of the General Secretariat of the Government. In addition it is foreseen that by using the Standard Cost Model methodology there will be reduction of administrative burdens.

Furthermore, the Ministry of Interior, Decentralization and E-Government has set an indicator in the National Strategic Reference Framework for the reduction of administrative burdens by 25% by 2013.

• **Codification**

In the Ministry of Interior, Decentralization and E-Government, the 'E-themis' project, formerly "Raptarchis" project has been completed. This project is about the codification of all national legislation and its automatization in order to make it accessible to the public. In addition the Ministry of Interior, Decentralization and E-Government will be able to provide upgraded services to citizens and businesses and offer direct e-access to the Permanent Code of Legislation. Within the framework of the project the legislation is codified following international standards and the necessary mechanism for the standardization of procedures is being set up in order to assess the impact of regulations through an infrastructure of participatory e-democracy. The project has been completed and a new site was launched providing electronic access to legal documents for citizens and businesses (www.e-themis.gov.gr).

• **Expected (or achieved) results and impacts and how are they will be/are measured**

The Operational Programme constitutes an integrated series of complementary interventions which are expected to deal with all key dysfunctions of Public Administration, in terms of the basic factors of administrative capacity (human resources, regulatory framework, structures and systems) both at the level of policy development and the level of their implementation by Public Administration Services.

The public policy sectors to be tackled through the Operational Programme set clear quantitative targets for output and result indicators, and shall be further analysed per sector of policy on the basis of action plans which have not yet been decided.

Evaluations are foreseen before, during and after the implementation of the Operational Programmes they shall be carried out under the responsibility of the Member State or the Commission by experts or bodies functionally independent of the Certifying Authority and the Audit Authority in the framework of the management and control system of the Operational Programme. The results shall be published according to the applicable rules on access to documents.

Evaluations linked to Operational Programme monitoring are carried out under the responsibility of the managing authority and according to the general principles set by the National Coordinating Authority for all Operational Programmes evaluations in the framework of the National Strategic Reference Framework 2007-13 (NSRF).

Apart these proposed evaluations in the plan; it is possible to carry out during the programming period more evaluations when necessary, due to amendments of Operational Programmes or the

NSRF. Amendments of the Operational Programme that might necessitate evaluation concern amendments to the allocation of resources among priority axes, the objectives and/or the content of priority axes of the Operational Programme and, finally, the Implementing Provisions.

Short description of the project's contribution to the Lisbon Strategy goals – argumentation why this project is representative for your country

In line with the priorities of the National Reform Programme, the Operational Programme “Public Administration Efficiency” aims at creating versatile, citizen-centred governance with codified legislation and effective policies, with emphasis on the following elements:

- **Improvement of the quality of public policies and reinforcement of open administration**, through policies of a horizontal character (equality, immigration and political protection), evaluation of the implementation of public policies and strengthening of good governance (transparency, active participation, fair and equal treatment).
- **Reform of structures and operating procedures of public services**, through actions to improve the institutional framework, simplification of administrative procedures, organizational–operational re-planning, administrative regrouping and e-governance.
- **Improvement of the efficiency and competitiveness of human resources** through the institution of a system of education, training, evaluation and development as well as modernization of the corresponding institutional framework.

The O.P. priorities contribute to Lisbon Strategy goals as defined in the National Reform Program for Lisbon Strategy as follows:

The 3 priority areas – general objectives I, II, III contribute directly to the goals of increasing the productivity, by dealing with the structural problems in the operation of the markets, investing in human capital and promoting the Knowledge-based Society.

While the general objectives II and III contribute to the goal of increasing employment rates, reduce unemployment, and improve the effectiveness of the education and training systems with a series of targeted actions which, at the same time, limit the risk of social exclusion.

Moreover, the general objective I, indirectly contributes to restore the fiscal balance and ensure the long-term sustainability of public finances and improve the business environment, enhance competition, liberalize regulated markets, external openness and benefit from the country’s geopolitical position so as to turn Greece into a main business hub in South Eastern Europe.

The Greek government is currently under consultation with the European Commission to reform the O.P. in order to finance a major reform of the regional and local government (the “new institutional architecture” mentioned earlier).

ITALY

Title of the project: Law Decree n. 15/2009 for Reforming and Modernizing the Public Sector

Responsible institution / person for implementation of the project

The Presidency of the Council of the Ministers - Minister of Reform and Innovation in the Public Administration - Department of the Public Function

Purpose, goals and objectives of the project

The law aims at reforming and modernizing the Public Administration and is based on four pillars: Meritocracy, Efficiency, Transparency and Innovation.

The principle objectives, in line with the Lisbon Strategy, are:

- growth of productivity;

- improvement of public services;
- reduction of administrative burden.

Short description of the project's content

This project wants to ensure better organisation of the work, and to allow for the achievement of high economic and qualitative standards in carrying out administrative functions and in supply services to the citizens. In line with the posture taken by the other OECD nations, the philosophy behind the PA Reform is based on improving the quality of job performance, encouraging the recruitment of the best talent, increasing the value of capacities and results in the assignment of senior civil servants.

Approach to the implementation, main activities, duration

- Evaluation. A high degree of selectivity is contemplated in attributing economic and career incentives; the focus is on rewarding capacity and merits, encouraging commitment to the job and discouraging the opposite type of conduct. Salary increases are to be achieved exclusively through selected testing and not as a result of seniority.
- Performance. A performance-measurement system has been introduced, and urges the various administrations to organise their work from the perspective of results and improvement. Customer satisfaction, transparency and performance-related bonuses are the cornerstones of the system. The regulation introduces a prohibition against the payment of bonuses in the absence of a performance-evaluation system and in the absence of performance certification.
- Senior management. The role of the senior manager has been enhanced. Senior managers will have the availability of concrete tools with which to work, and will be penalised (including economically) for not effectively carrying out their jobs. New procedures have also been established for accessing senior management positions.
- Discipline. A list of particularly serious infractions, involving employment termination, has been defined;
- Possibility of collective action against the inefficiencies of the administrations or concessionaires of public services.

The reform has been accompanied by measures for its implementation and by an awareness raising campaign for the use of information systems dedicated to the central management. An Action Plan for improving transparency has been developed with the dissemination of data regarding, among others, absences, employee compensation, curricula-vitae, e-mail and telephone number of senior managers, etc...

Expected (or achieved) results and impacts and how are they will be/are measured

Getting beyond situation of "Bad Bureaucracy", optimize labour productivity, efficiency and transparency of the public sector.

A Central Independent Evaluation Commission and independent evaluation entities within each administration will monitor the results and improvements.

Short description of the project's contribution to the Lisbon Strategy goals – argumentation why this project is representative for your country

The aims listed in item 3.4 highlight how the projects will contribute to Lisbon Strategy goals, in particular, at ensuring to the public sector the efficiency needed for contributing to reviving the overall growth of the nation's economy; the optimization of the productivity of the public administrations employees is essential in this framework.

LITHUANIA

**Title of the project: Strategy for the Public Administration Development until 2010
(Objective 5)**

Responsible institution / person for implementation of the project

Ministry of the Interior of the Republic of Lithuanian

Purpose, goals and objectives of the project

The strategic goals of public administration – to create a transparent, efficient, result- and citizen-oriented public administration system, based on information technologies. The objectives are:

- OBJECTIVE 1. To improve the public administration system;
- OBJECTIVE 2. To improve the organizational structure and performance of regional government institutions;
- OBJECTIVE 3. To develop local self-government: to create efficient and most usable governance for citizens at the local self-government level;
- OBJECTIVE 4. To increase the administrative capacities of civil servants, to improve the image of civil servant;
- **OBJECTIVE 5.** To improve the quality and accessibility of the electronic public services and information for citizens and legal entities and to use safe ICT in the public institutions' decision-making.

Short description of the project's content

This Strategy is based on the following vision: Public administration system, which provides better and public oriented services, absorbing the experience of EU in institutional, administrative and political processes. The strategic objective of the public administration – to create a transparent, efficient, result- and citizen- oriented public administration system, based on information technologies. The Strategy goals are related to the improvement of the public sector, the improvement of the quality of services provided by the public sector, strengthening the capacities of civil servants, the simplification of decision-making, and improvement accessibility and quality of the public and administrative services and information rendered to the residents and business entities, develop decision-making of public administration by using ICT.

Action plan for the implementation of Public Administration Development Strategy for 2007-2010

The essential Public administration means for the implementation of the public administration and e-government objectives and goals pointed out in the Lithuanian Public Administration Development Strategy until 2010 are laid down in the Action plan for the implementation of Public Administration Development Strategy for 2007-2010. This Action plan was approved by Government of the Republic of Lithuania in November 2006 (in total – 163 actions).

The Action Plan for the Implementation of the Strategy for the period of 2007-2010 and The Action Plan for the implementation of the Position Paper on E-Government were consolidated in May 2009 (in total - 163 actions, including 74 e-government actions).

Until May 2009, the main strategic objectives and principles on eGovernment in Lithuania were determined in the 'Position paper on eGovernment', adopted by the Government of Lithuania, in December 2002, and in the Implementation Plan for the eGovernment Concept, adopted in November 2003 and revised in March 2006. To ensure eGovernment and Public Administration development strategic alignment, the Lithuanian Public Administration Development Strategy until

2010 was brought up-to-date with revised and updated information as well as the main strategic objectives and provisions on eGovernment in Lithuania. Various means implemented by the Lithuanian eGovernment public institutions were added in the Action plan for the implementation of Public Administration Development Strategy for 2007-2010. The Strategy for the Public Administration Development until 2010 and the "Position Paper on E-Government" have been consolidated. Updated Public Administration strategy and its Action plan with respectively integrated eGovernment have common goals and means for successful public sector reform in Lithuania.

Approach to the implementation, main activities, duration

The main strategic objectives on eGovernment are laid down in the Lithuanian Public Administration Development Strategy until 2010, as follows:

- to improve the quality and accessibility of the electronic public services and information for citizens and legal entities;
- to use safe ICT in the public institutions' decision-making.

The goal of *the first strategic objective* is to provide the highest possible public services according to the sophistication (5th level) model. Primary attention should be paid to those public services which have an interoperable character, are pan-European and, most of all are needed by the Lithuanian citizens and legal entities. The public services should:

- be widely used (popular open source technologies should be used);
- save the users' time and money;
- be accessible through a variety of channels.

The goal of the *second strategic objective* is to elaborate legal acts and reorganize public administration processes - to use modern ICT in the decision making process in order to raise public services' quality, to reduce administrative burden and to make the decision making process more effective and transparent. It is of crucial importance to ensure the implementation of the one-stop-shop principle in all public administrations and to develop e-Democracy.

Expected (or achieved) results and impacts and how are they will be/are measured

The public services should become electronic according to the "design for all" principle. They should also be provided in various forms, namely, sound, picture and text. It is important to ensure modern ICT access to all the people irrespectively of their age, sex, disability, provenance, religion, among other. To this end, Public Internet Access Points (PIAPS) have been established and administered in the rural areas of Lithuania. The broadband connection is also being developed in the rural areas of Lithuania; ICT competence is being raised among the public officials and citizens.

It is necessary to follow technological neutrality principles, while providing electronic public services. Public institutions should use identification, ePayment and data exchange instruments, which have already been created, while providing electronic public services to the users.

The essential eGovernment means for the implementation of the eGovernment objectives and goals pointed out in the Lithuanian Public Administration Development Strategy until 2010, are laid down in the Action plan for the Implementation of Public Administration Development Strategy for 2007-2010. They concern the development of eGovernment services until 2010.

Short description of the project's contribution to the Lisbon Strategy goals – argumentation why this project is representative for your country

The improvement of the public administration system is essential for the implementation of the NRP. The Strategy for Public Administration Development until 2010 is being implemented in order to create a transparent, efficient, and ICT-based system of public administration oriented towards results and the proper serving of the public. An Action Plan for the Implementation of the Strategy for the Public Administration Development up to 2010 has been approved. The Action Plan defines concrete tools that are implemented in order to achieve the main goals of the Strategy for Public

Administration Development until 2010. One of the NRP goals - to create a society using its knowledge and the latest technologies for its own activities - is closely related to the strategic aim of the Strategy for Public Administration Development until 2010. Therefore the implementation of Strategy for Public Administration Development until 2010 promotes the implementation of the NRP.

LUXEMBOURG

Title of the project: Single Point Of Contact Interface (“Guichet Virtuel Unique”)

Responsible institution / person for implementation of the project

Centre for Information and communication technologies of the State together with the Ministry of the Economy and Foreign Trade and the Ministry responsible for SMEs.

Purpose, goals and objectives of the project

- Less expensive and more rapid registration
- Streamlined and transparent processes
- Less administrative burdens.

Short description of the project's content

Two single points of contact cover all start-up procedures for companies in Luxembourg and one for handcraft businesses and one for trade businesses.

The Chamber of Crafts point of contact has been restructured and now handles procedures that extend beyond businesses' start-ups and provides assistance throughout the life of the company. The Chamber of Trade portal has also been restructured and has been ISO 9001-2000 certified for service and consultation to companies.

The “Portail Entreprises” virtual single point of contact is operational since end of 2009 and includes the following electronic procedures:

- application for a business permit;
- authorization for establishing a company;
- procuring a VAT number;
- registration in the commercial register.

Approach to the implementation, main activities, duration

Active involvement of the stakeholders (cooperation and co-production by the concerned public organisations and the social partners represented by the Chambers of Crafts and Trade.

As part of the digital assistant for creating companies, a working group including representatives from the concerned departments and professional chambers was set up to analyze the administrative procedures required of the companies.

Expected (or achieved) results and impacts and how are they will be/are measured

The single point of contact concept will provide enterprises with an individual administrative space for recording information commonly requested during interaction with government departments. The individual space is protected by PKI infrastructure and enables companies to monitor the progress of their files in the system. Through this mechanism companies are integrated into the administrative workflow and can react interactively concerning additional requests for information, which in turn will

accelerate the processing of files. Institutional and regulatory framework indicators from the competitiveness scoreboard:

- Administration efficiency index;
- Degree of sophistication of online public services;
- Public services fully available online.

Short description of the project's contribution to the Lisbon Strategy goals – argumentation why this project is representative for your country

The project is part of the measures put into play to render the business environment more attractive to companies. It integrates aspects of e-Government and reduction of administrative burdens.

MALTA

Title of the project: Malta's Better Regulation Strategy

Responsible institution / person for implementation of the project

Mr John Aquilina, Chief Executive Officer, Management Efficiency Unit

Purpose, goals and objectives of the project

Government is committed to improving the overall business environment of the country and to focus more on its regulatory core business rather than service delivery. This broad mission is enshrined in a vision of a public administration which transforms “red tape” into “red carpet treatment” of businesses and citizens.

Specifically, Government aims to reduce administrative burden on businesses by 15% by 2012 as measured using the Standard Cost Model. This is a key target within Malta's National Reform Programme and also part of the EU Commission's aggregate 2012 target.

Furthermore, the key objectives of the strategy include, to:

- Continue simplifying and improving existing regulation;
- Better design new regulation;
- Reinforce the respect and effectiveness of rules in a proportionate manner, and
- Build lasting capability within the public administration.

Recognising that this strategy is essentially a process of cultural change, three horizontal actions are included, to:

- Reinforce the constructive dialogue between stakeholders and regulators, through consultation;
- Promote the design and application of better regulation tools within the public administration;
- Better collaboration between different institutions in this field.

Short description of the project's content

Public administrations have a significant contribution to make to their nation's economic growth and employment. Better regulation is a core activity which a public administration needs to undertake to alleviate business from unnecessary bureaucracy, thereby liberating private sector resources to implement competitiveness improvement tactics. The better regulation strategy aims to reach this aim. However, it also wants to address key problem areas in the Maltese public administration, such as:

- Improving overall performance outcomes for reducing administrative burden, information obligations and unnecessary bureaucracy to businesses and citizens;
- Ensuring better cascade and alignment of simplification initiatives in line ministries;
- Addressing the lack of awareness of better regulation interventions within certain management ranks and with key personnel;
- Reducing the degree of variation in regulators' strategies, operations and capacities.

The strategy is therefore intended to provide a holistic, integrated and logical programme to reduce unnecessary bureaucracy whilst addressing the above problems.

Approach to the implementation, main activities, duration

The strategy adopts a phased approach. During each building block, the foundations for the next stage of development are laid. The key phases and their major constituent parts are:

1. Strengthening the better regulation capacity in the public administration
 - Each ministry has a co-ordinator for better regulation within the office of the Permanent Secretary, and each Government department or entity has a contact person on Better Regulation;
 - A manual of better regulation principles and procedures, including a simplified explanation of the Standard Cost Model has been produced;
 - A training course in better regulation has been instituted within the Centre for Policy Research and Training;
 - EU funds are being tapped to improve the public administration's capacity in better regulation.
2. Administrative burden reduction and simplification
 - The first Action Plan for Simplification has been brought to a close;
 - A sectoral consultation exercise with twelve business sectors has been completed;
 - EU funds are being tapped into to measure information obligations in ten priority areas and to reduce their burden to reach the 15% administrative burden reduction target;
 - EU funds are being tapped into to identify 100 simplification measures aimed at both businesses and citizens;
 - Incremental improvements in enforcement regimes (where applicable) in line with modern better regulation principles will be undertaken;
 - The administrative burden reduced as a result of the reform of the process of registering an imported vehicle from the EU has been measured as a pilot exercise. Burden has been reduced by more than 50%;
 - The Inland Revenue Services is reaching some 75% of the working population with pre-filled income tax returns;
 - Another pilot exercise was launched, whereby the BRU is working with a number of line Ministries to measure an administrative burden reduction initiative falling under the remit of the respective Ministries which exercise is intended as a learning opportunity in using the Standard Cost Model methodology.
3. Consultation
 - Foreign research was conducted to identify best practices and a stock-take of consultation exercises carried out by the line Ministries, departments and public sector entities in 2008 and 2009 was undertaken with a view to determine the strengths and weaknesses of such initiatives. A set of consultation guidelines will be drafted based on these findings

4. Better regulation planning

- Each ministry will have a rolling better regulation plan addressing (i) priority areas leading to the 15% administrative burden reduction target; (ii) simplification and other reduction measures; and (iii) capacity building actions.

5. Best-in-class regulators

- The Legal Notice Checklist instrument used to improve policy making has been reviewed;
- EU funds are being tapped to create a benchmark, called “Best-in-class Regulators” so as to bring more cohesion between different regulators;
- The use of key performance indicators for better regulation.

The strategy covers the period 2008-2012.

Expected (or achieved) results and impacts and how are they will be/are measured

Anticipated results include but are not necessarily limited to the following:

- Overall 15% administrative burden reduction target on businesses by 2012;
- Implementation of 100 simplification and/or administrative burden reduction actions on business and citizens by 2012;
- Specialised training to 350 public officers in better regulation;
- The development of line ministry better regulation plans;
- Improvement in enforcement regimes;
- A baseline for continuous improvement of all regulators.

Administrative burden and its reduction will be measured using the Standard Cost Model.

Short description of the project's contribution to the Lisbon Strategy goals – argumentation why this project is representative for your country

Achievement of the 15% administrative burden reduction in Malta by 2012 contributes directly to the EU Commission’s aggregate 2012 target.

Better regulation is one of the key pillars of the Lisbon Strategy, aiming to contribute to unlock business potential and make the EU and its Member States an attractive place to do business, invest and work. Malta started its Better Regulation journey by focusing on simplification measures. Now, the strategy has been widened to encompass all better regulation functions, in a holistic manner.

Moreover, the programme offers strong synergies with other national strengths, such as eGovernment, where Malta ranks in the first place in terms of overall e-government sophistication. Similarly, it is relatively easy to set up a limited liability company in Malta as the process takes 24 hours if the correct documentation is provided up front.

POLAND

Title of the project: “Better Regulations” - Regulatory Reform programme for the years 2010-2011

Responsible institution / person for implementation of the project

Ministry of Economy

Purpose, goals and objectives of the project

Regulatory Reform Programme for the years 2010-2011 presents a plan of actions towards improvement of Polish regulations. It is a continuation of the previous Regulatory Reform Programme for 2006-2008. The aim is to create an evidence-based legislation process and to remove barriers affecting entrepreneurs.

Short description of the project's content

The programme focuses on four priorities: better Regulatory Impact Assessment system, broader consultation scheme, reduction of administrative burdens and simplification of existing regulations. All of them are carried out with the „think small first” principle in mind. Regulatory Reform in Poland incorporates the best practices shared by the member states as well as the international organisations, notably OECD and the World Bank.

Approach to the implementation, main activities, duration

The power of the regulatory reform programme lies in its comprehensive approach resulting in synergic outcome. Below is a description of the four main priorities of the programme.

• **Better Regulatory Impact Assessment system**

In Poland, RIA (Polish abbreviation is OSR (ocena skutków regulacji) was implemented in 2001 pursuant to *Rules Regulating the Work of Ministers* of 19 March 2002 – RIA results are included into the justification of a legal act.

So far the practice has demonstrated that despite six years presence of RIA in the Polish legal system there are still irregularities in its functioning. This is why the Regulatory Reform Programme comes forward with the following actions:

- Propagation of RIA principles through comprehensive **training of government administration staff**. Until now the Ministry of Economy has trained more than 600 state officials. The Ministry has started in January 2010 a training programme for another 2800 employees of offices responsible for RIA creation. The training will be carried out in the years 2010–2011.
 - **Analysis of the possibility of introducing ex post evaluation of regulation effects**. The aim of ex post evaluation will be to verify real costs and benefits of the laws adopted and to verify the correctness of ex ante evaluations.
 - **Analysis of the functioning and effectiveness of the new system**. The assumptions governing the functioning of the new system should be subject to periodical evaluation, which could entail updating “The Guidelines for Evaluating Regulation Effects” – a handbook prepared by the experts of the Ministry of Economy.
 - **RIA system audit**. Results of the audit will constitute an important source of information, offering analytical data that will make it possible to propose systemic improvements. So far there has been no comprehensive quantitative and qualitative analysis of the RIAs performed. Audit results will also allow a comprehensive and empirical identification of barriers in the development of the RIA system.
 - The final element will be elaboration of and granting general access to an **electronic RIA platform**. The role of the data platform will be twofold: firstly, the platform will be a useful instrument in the process of preparing evaluations of regulation effects; secondly, granting general access to the platform will reinforce the role and significance of RIA within the administration and will support the public debate on the quality of regulations in Poland.
- #### • **Broader consultation scheme**

The Ministry of Economy prepared a handbook “Principles of Consultations Carried out upon Preparation of Government Documents” which contains methodology for consulting projects of new regulations with the appropriate social partners. It is a component of Impact Assessment system and contributes to making the law answering people needs. Due to a resolution of Council of Ministers, the Ministries have an obligation to comply with the handbook.

To continue these positive changes the Regulatory Reform Programme includes a new project – the system of on-line consultation, which should be ready by 2012. It will enable facilitated and improved process of giving an opinion on legal acts by administration and enterprises. The project is set to increase transparency in legislative process thanks to greater engagement of social partners. It will also provide additional support for preparation of better quality Impact Assessments.

- **Reduction of administrative burdens**

In March 2008 the Government adopted targets for the reduction of administrative burdens in priority areas of law. Until the end of 2010 the administrative burdens are to be reduced by 25% in seven following priority legal areas:

- environment;
- land development plan;
- social security;
- economic activity law;
- hallmarking law;
- employment law;
- tourist services.

As a part of this survey over 700 information obligations (IOs) were found in 50 statutes. These include such obligations as: completing forms, filling applications for recognition of the ability to run a particular type of business, reporting obligations, measurements registration obligations, applications for permits, drawing periodical reports, participation in inspections.

The reduction in priority areas will not be the final step in the process of abolishing barriers limiting the freedom of economic activity, but will provide the first tangible result in the perception of a vast public. The Ministry of Economy, carrying out the regulatory reform, is under way of preparing reduction schedules for the whole branch of economic law after the administrative burdens analyses in those area have been completed. In 2008 a survey was conducted in order to identify the legal area which will be subject to reduction. The survey concerned regulations (with exclusion of 7 priority areas which had already been considered) that have an impact on the functioning of the economy. An analysis of 482 legal acts of the generally binding law (statutes, regulations, directives) revealed 6187 information obligations. The measurement of cost of the identified IOs will be completed until the end of June 2010. Then the appropriate Ministries will prepare their proposals of the changes in regulations, reducing the administrative burdens. The goal and the deadline for this task will be set after the outcome of the measurement. The Minister of Economy plays a coordination role in this work. He is monitoring preparations of reduction plans, act as a help-desk and prepare a final report after the whole process has been finished.

- **Simplification of existing regulations**

The aim of the simplification is about removing the barriers for entrepreneurs, especially the SMEs, while maintaining necessary protections for the economy. The activities in this area concentrate mainly on two subjects. The first subject is about changing the key acts of law affecting doing business in Poland. The key acts make up the so called *Package for the Entrepreneurship*. Since 1998 sixteen acts of the Package for the Entrepreneurship already came into force:

- 1st stage of the amendment of the Act on freedom of economic activity
- Act amending the Accounting Act
- Act amending the Tax Ordinance
- Act amending the Act on chambers of commerce
- Act amending the Act – Foreign Exchange Law and the Civil Code
- Act amending the Code of Commercial Companies
- Act amending the Code of Criminal Procedure
- Act amending the Bankruptcy and Rehabilitation Law (consumer bankruptcy)
- Act on Public-Private Partnership (PPP)
- 2nd stage of the amendment of the Act on freedom of economic activity
- Act amending the Act on the Polish Agency for Enterprise Development

- Act amending the Act on special economic zones
- Act on certain forms of supporting innovative activity
- Act on packed products
- Act amending the Labour Code
- Act on graduate traineeship

Eighteen Acts of the Package for the Entrepreneurship are still in the pipeline and the list is not closed yet.

The second main subject in the area of simplification is the *Statute on reduction of administrative barriers for citizens and entrepreneurs*. This single act of law has been prepared in the process of screening 205 acts of law in search of obsolete or unnecessary regulations. During this process almost 250 changes were proposed to almost a hundred of acts. Proposed changes when finally approved in 2010, will limit the administrative control over setting up businesses and conducting business activity, reduce the number of procedures and administrative obligations imposed on entrepreneurs and facilitate access to the so-called "free lancers" professions. The changes imposed by the act will also help removing the barriers such as "gold plating" regulations, unnecessary permits, licenses, concessions, fees etc.

Expected (or achieved) results and impacts and how are they will be/are measured

The results and impacts of the Regulatory Reform Programme are as follows:

- reduction of administrative burdens by 25% in seven priority areas until the end of 2010.
- reduction of administrative burdens in the other areas of economic law - the detailed goals are yet to be set;
- better regulations – better quality law with proved positive impact on the economy, due to Regulatory Impact Assessment procedure,
- regulations consulted and influenced by social partners,
- reduction of unnecessary permits, licenses, concessions, fees etc.
- increase in the ease of doing business, especially in the SME sector
- increase in the competitiveness of the economy
- advancement in international rankings such as The World Bank's "Doing Business", The Heritage Foundation's "Index of Economic Freedom", etc.

Short description of the project's contribution to the Lisbon Strategy goals – argumentation why this project is representative for your country

Increasing competitiveness of the European economy is one of the priorities of the Lisbon Strategy. Better Regulation policy contributes well to this obligation. With the set of cross-linked activities Polish Regulatory Reform Programme continues reforms removing barriers and creating better environment for doing business in Poland. Consequently, this should result in increased entrepreneurship, decrease of unemployment and stable economic growth.

ROMANIA

Title of the project: Transparency And Participation In Public Administration (The Implementation Of The C.L.E.A.R. Tool)

Responsible institution / person for implementation of the project

Public-Private Partnership:

- National Agency of Civil Servants
- "Assistance and Programs for Sustainable Development – Agenda 21" Association
- National Radio Society
- Economy and Local Administration Magazine, issued by Economic Tribune
- Local actors (county councils, city halls, and the Institution of the "Prefect")
- Volunteers (from the civil society)

Purpose, goals and objectives of the project were

The purpose of the project can be separated in three interconnected areas:

- increasing civil society's role in promoting the principles of good governance and of citizens' participation in the decision-making process at local levels;
- strengthening the capacity of local public institutions for increasing the level of transparency and citizens' involvement in the decision process;
- informing citizens about their rights and responsibilities due to participative democracy.
- In real terms, the project is aiming the involvement of the civil society in order to increase the level of transparency and draw citizens into the decision-making process within 18 public institutions in the counties of Bacau, Hunedoara, Sibiu, Teleorman and in Bucharest.

Short description of the project's content

The activity of the Romanian public administration and of its civil servants was then regulated by a new and EU-accommodated set of laws. However, this framework was not sufficient and had no real success perspectives in the absence of a competitive opened and transparent management, emanating from all levels of public institutions and regardless of a suitable civil education oriented towards exercising individual basic rights. As a direct consequence, the project was focused on a set of sensitive issues, its relevance lying in the efforts to support (1) democratic "alteration" within the public administration system and (2) the strengthening of good governance in Romania through the involvement of the civil society in this process.

The project identified measures to be undertaken in order to encourage the creation of a "culture of participation" and changed the rigid mentality of most local public administration representatives (seen as key actors in facilitating participative democracy).

Approach to the implementation, main activities, duration

The approach consisted in increasing the role of the civil society in promoting the principles of good governance and of citizens' participation in the decision making process at local level. According to this approach, the project was developed on two main areas:

- introducing in Romania the Council of Europe's model of evaluation the institutional transparency and the citizens' level of participation (C.L.E.A.R.) by applying it within 18 public authorities institutions in Bucharest and Bacau, Hunedoara, Sibiu, and Teleorman counties;
- Organizing activities for informing citizens on the most efficient forms of participation in public life and for promoting a successful model of involving citizens in local governance.

Thirty volunteers, representatives of the civil society, were trained and participated in applying the C.L.E.A.R. model and in implementing the information campaign that will be addressed to around 10,000 citizens from the five locations of the project.

The main implemented activities were the following:

1. Selecting and training 30 volunteers;
2. C.L.E.A.R. evaluation in 18 public institutions (a model for self diagnosis in order to measure the level of transparency of the institutions and of the involvement of citizens in local governance proposed by the Council of Europe);

3. Training courses for 36 civil servants from the institutions involved in the project;
4. 5 editions of the European Integration Files radio broadcast on the activities and results of the project;
5. Elaborating the promotion and dissemination materials of the project (poster, leaflet, flyers, good practices guide);
6. Organizing "Days of the Citizen" in the five locations of the project;
7. Organizing the Dissemination Conference for the results and experience of the project towards 10 NGOs and the press conference.

The project was implemented in over 10 months (December 1, 2007–September 30, 2008), and was meant to have an impact on the two defining factors related to the democratisation of the civil service: public institutions and civil servants on the one hand, and citizens on the other.

The achieved results and impacts and how they were measured:

- 1,200 citizens directly involved in the monitoring process. Each volunteer interviewed 40 citizens who stated their opinion on the five chapters of the C.L.E.A.R. methodology. The selection criteria took into consideration the age, gender and ethnicity balance.
- 25 NGOs were involved in the process of monitoring and the dissemination of the results. 3 NGOs were identified in each location and participated in the monitoring process. 10 NGOs were selected to multiply the experience of the project, by taking into consideration their activity field, availability to be involved, resources, and credibility in the local community.
- 30 volunteers were selected from different social backgrounds based on criteria such as experience, age, gender, ethnicity balance etc.
- 36 civil servants benefited from training courses on implementing the C.L.E.A.R. instrument. They were selected among the managing staff of public institutions.
- 1,000 civil servants from the monitored institutions were selected so that they will represent all the departments of the institution. They were both managing and execution staff.

We estimated that the project would have an impact and influence over an important number of final beneficiaries, both citizens (participants in the information campaign—10,000 people, beneficiaries of the civil services provided by the monitored institutions—around 40,000 people, the audience of the European Integration Files radio broadcast—around 6,000 people) and civil servants (the 110,000 people to whom the results of the project were disseminated by the National Agency of Civil Servants).

Short description of the project's contribution to the Lisbon Strategy goals – argumentation why this project was representative for your country

When talking about a project that contributes to the Lisbon Agenda, we can turn to the National Reform Plan, a document elaborated in close connection with the objectives of the Strategy. Consequently, among its priorities we identified the emphasis on improving administrative capacity. One of the tools designed for accomplish this was related to an increased level of transparency in public relations. More exactly, this instrument contributed to the improvement of the activities of the public relation offices, as well as the quality of the services provided by them. At the same time, public-private partnerships have been strengthened, assuring public services more oriented towards the users/citizens. With a clear focus on local authorities, these measures facilitated citizens' access to public administration services through lowering costs and stressing the specificities. Having identified the connection between the Lisbon Agenda and the National Reform Plan at the level of transparency and participation in public administration at both local and central levels, it is natural to mention here the implementation of the Project for Transparency and Participation within Public Administration.

SLOVAK REPUBLIC

Title of the project: Central Portal of Public Administration with Electronic Services and Shared Services

Responsible institution / person for implementation of the project

- The Ministry of Finance of the Slovak Republic
- The Ministry of Interior of the Slovak Republic
- The Government Office of the Slovak Republic
- The National Agency for Networking and Electronic Services (NANES) (a contributory organization, founded by the Government Office of the SR)

Purpose, goals and objectives of the project

By approving the document „The National Concept of eGovernment“ in May 2008 was fixed the integrated architecture of the information systems in public administration and proposed the concept of the building of these systems with the standards that ensure their independence from technology platforms, flawless interoperability and simple interconnection and cooperation of all public administration systems. The following components are the most important principal architecture components of an integrated public administration information system:

- Electronic ID card;
- Basic identifiers;
- Basic code lists;
- Basic registers;
- Basic access components;
- Central Public Administration Portal (CPAP) Shared Services;
- Other components.

Central Public Administration Portal should satisfy, at a minimum, the following requirements:

- Provision of information on public administration services.
- Information search according to situation or key words.
- Navigation to eServices according to user selection.

Short description of the project's content

The Central Portal of Public Administration provides central and unified access to electronic services and information resources such as instructions for the solution of specific life situations and contacts for relevant institutions. It intends to enable citizens to take care of their agenda electronically through one point. The Portal provides the technical infrastructure for public administrations that can be used in building their eservices and the possibility to simplify their services for citizens.

In eServices, there are common and repeated activities. Authentication of an eService portal visitor is an example of such activity, just like the service of electronic service output delivery, or ePayment service. It is inefficient for information systems functionality covering such activities to be repeatedly implemented in each one of them. Therefore, there will be central solutions providing the other information systems with services covering such functionality (“CPAP Shared Services”), i.e., services shared between several information systems. Other specific and unique process activities will be performed by designated specialised information systems.

The following list states the proposed shared services, together with the covered activities:

- Identity and Access Management – registration, authentication and authorisation;
- ePayment module - payments;
- eDesk module – communication registration (filings and outputs);
- Notification module – notification delivery;
- Electronic delivery module – service output delivery;
- eForm module – electronic form completion and filing;

- Central electronic filing room module – electronic signature verification and issuing of filing delivery confirmation;
- Long term archiving of electronic registry records – long-term archiving of electronic registry records.

Approach to the implementation, main activities, duration

The activities connected with CPAP started in late 2005. On July 1, 2006, the operation of the technological part of the CPAP was launched. In the course of 2006, the services of the trade register, the criminal records register, and the Central Office of Labour, Social Affairs, and Family were made available.

In course of 2009, the feasibility study for CPAP Shared Services were prepared and approved. The draft of the national project was tabled in April 2010. The national project implementation will last 36 month. This national project will be financed from the ERDF Operational Programme for the Information Society (1. Priority axis).

Expected (or achieved) results and impacts and how are they will be/are measured

Current activities include expanding the functionality and completing the infrastructure of the portal. The number of transaction services will be increased. The fully functional personalized electronic accounts of citizens, business people, and companies will be available on which the client can monitor all his electronic transactions and personalized data. Additional main entry points to public administration—the call centre and the network of integrated service points—will be integrated with the portal in such a way as to provide the same information and gradually the same extent of services.

The national project indicators of achievement include the number of informative, transaction and proactive services available from the Central Portal and indicators emerged from the Cost-Benefit Analysis. Also several Eurostat structural indicators: e-government usage by enterprises, e-government usage by individuals, and e-government availability are used.

Short description of the project's contribution to the Lisbon Strategy goals – argumentation why this project is representative for your country

The CPAP will help to considerably reduce the administrative load of citizens and companies as well as to increase the transparency of official processes and thus contribute to the improvement of the business environment and to the development of an information society. The measures to improve the business environment and the process of information society creation are highlighted by the European Commission in the Lisbon Strategy goals. The CPAP Shared Services will provide the technical infrastructure for public administrations, precondition for integrated public administration information system and improving public administration capacity. The implementation of the national project CPAP Shared Services contributes to the quality of public administration.

SLOVENIA

Title of the project: Reduction of Administrative Burdens, Administrative Simplification, Removing Unnecessary Bureaucracy

'SIMPLE RULES!' – Programme of the Government of the Republic of Slovenia for eliminating

administrative barriers and reducing administrative burdens by 25% by 2012⁹

Responsible institution / person for implementation of the project

Ministry of Public Administration

Purpose, goals and objectives of the project

Important goals are to simplify the regulatory environment and to lower costs for the economy, as these help to improve competitiveness. Not only the lowering of administrative costs but also projects of deregulation are important, especially in those areas that do not represent a threat to people's health or lives. Furthermore, it is important that companies registered in Slovenia are not burdened by higher standards than those defined by EU regulations. Above all, it is desired that entrepreneurial initiatives be increased and that the constitutional right to free entrepreneurial initiative be exercised.

The programme of the Government of the Republic of Slovenia for eliminating administrative barriers, and reducing administrative burdens by 25% by 2012 'SIMPLE RULES!', as a fundamental strategic document to reduce administrative burdens and eliminate administrative barriers, is part of efforts to improve public administration, or the entire project to eliminate administrative barriers, and a continuation and upgrade of the planned and systematic operation of the Government, consisting of preventive activities, i.e. preventing new administrative barriers from arising, as well as eliminating existing administrative burdens, and based on the Government's adopted decisions and action plans¹⁰, as well as programmes to remove administrative barriers¹¹ adopted by the Government on the proposal of the Ministry of Public Administration.

Short description of the project's content

1. The first part is to avoid new administrative obstacles by requiring that every proposing body (government ministries) reveal the administrative burdens accompanying a regulation. They must either prove their necessity or eliminate them and substantiate how to ensure the quality of an administrative service (one-stop-shop, modern ways of payment, e-service, etc.). A special team at the Ministry of Public Administration reviews all new regulations and points out unnecessary administrative obstacles that need to be eliminated.
2. The second part is the receiving and consideration of proposals submitted by interested stake-holders. They are invited to cooperate in decision-making regarding the elimination of administrative obstacles, to which end we have opened an email address (oao.predlogi@gov.si) to which anyone can send their suggestions on improving individual procedures or regulations. The best proposals will be included in the government's programme. On the basis of useful and innovative suggestions for simplifying and improving regulations, the government every year adopts a programme for the removal of

⁹ [The project is an upgrade and continuation of the national case presented in the study in 2008](#)

¹⁰ GRS Action Plan for the elimination of administrative barriers in 2001;

Action Plan for the elimination of administrative barriers in 2004

¹¹ We have been collecting proposals to improve and simplify procedures from citizens, businesses, interest groups, non-government organisations, managers and others employed in the public administration since 2005. Each year, on the basis of these proposals, a programme for eliminating administrative barriers is prepared, with concrete measures and bodies implementing the programmes. The role of the MPA was to harmonise and supervise the implementation of the programmes and to prepare an annual report for the Government by 31 March. The programme adopted by the Government, and binding on all ministries, consists of a list of measures to be implemented. Within the framework of this programme, many things were simplified to make life easier for citizens and reduce operating costs for businesses. (savings for the citizens and economy were estimated at EUR 250 million) **The programmes for 2006, 2007, and 2008 and 2009** contained a total of 108 measures, whereby in the programme for 2006 92% were realised; for 2007, 76.66%, and for 2008, only 17 measures out of 35 were realised (48.75%). In addition to the list of concrete measures for eliminating administrative barriers, the Government also adopted the Programme for the Implementation of Measure No 28/07 - reduction of obligations in the field of collecting statistical data and various reports. There is a special group, consisting of various stakeholders, to implement this extensive measure. The Government also adopted the First Action Plan for the reduction of administrative burdens for 2008-2009. A pilot project of measuring administrative costs in the field of safety and health at work legislation was carried out.

administrative barriers, including clearly defined measures, activity leaders, and deadlines. In this context we have also introduced "one-stop-shops" where new companies can be registered free of charge in a few hours and abolished a number of unnecessary procedures and application forms. We follow the principle that what must travel from one institution to another should be data, not our citizens.

3. The systematic lowering of administrative burdens according to SCM methodology (used as well by the Commission and by 22 EU Member States) The project involves the systematic lowering of administrative costs in specific priority areas. Already in 2007, activities began in the area of work legislation, which includes about 300 legislative and regulatory acts. The Government has set a goal to lower costs in this area by 25% by 2010.

The programme of the Government of the Republic of Slovenia for eliminating administrative barriers, and reducing administrative burdens by 25% by 2012 'SIMPLE RULES!', consists of two parts.

The first part is the Action Programme for Reducing Administrative Burdens by 25% by 2012, and presents the fundamental commitment of the Government to reduce burdens at a national level, as well as the commitments of the ministries to reduce administrative burdens in their fields by 2012. By adopting this programme, the Government has for the first time instructed all ministries to reach the -25% objective not only in the priority areas specified by the EC, but also in other areas of individual ministries by 2012. An integral part of this programme is the continuation of activities in the field of labour legislation by 2010. As a tool is used, i.e. the Common methodology for measuring administrative costs, adopted according to the international methodology SCM.

The second part of the programme contains forty-one already defined measures for eliminating administrative barriers and concrete simplifications. Concrete measures were prepared on the basis of proposals from citizens, business entities, chambers, ministries etc.

Approach to the implementation, main activities, duration

(1) First part of the project – Prevention:

In the new legislation adoption procedure, a special team at the Ministry of Public Administration systematically reviews regulations and also involves the interested public. For example, in the area of company law it involves foremost business chambers (commerce, crafts, etc.). Computer use supports simple and easy cooperation with internal (governmental) and external interest groups. Staff at the Ministry of Public Administration, acting as the holder of an individual regulation, collate proposals as well as information on the spot and at the same time perform a thorough investigation; proposed regulation is frequently compared with an EU standard in its area. On the basis of comments gathered, a consent seeking meeting with the government department in charge of the regulation is organized. In the majority of cases where unnecessary burdens for the economy (or citizens) are identified, the Ministry of Public Administration succeeds in changing such provisions. If the Ministry of Public Administration does not succeed, it simply does not grant a consent to the bill, and the decision on the matter is then made by the Government.

(2) The second part of the project relates to collating proposals for removing administrative burdens as well as collating other proposals for the simplification of the regulatory administrative environment. It is important here that so called "fast track" procedures are employed since immediate action frequently has to be taken. Proposals are being sent to the Ministry of Public Administration constantly via. An exceptional response was evident in 2007 during a special conference with representatives of Slovenian economy. In only one month about 300 proposals to different areas were received, providing a solid basis for the preparation of a government programme as well as for its execution within a relatively short period of time. By April 2008, the government programme for the year 2006 had been accomplished in 90% of cases, and the programme for the year 2007 in 50% of cases. For the systematic lowering of administrative costs according to the SCM methodology, communication with the interested public is of crucial importance, especially in the phase of collating the proposals.

Considering the commitment of the EU and Republic of Slovenia it is necessary to perform a review of legislation by individual priority areas; and measure and simplify the existing regulations by 2012. The European Commission calls upon Member States to complete the phase of measuring

administrative costs and burdens by 2010 at the latest, which is why the Government assigns responsibility to the line ministries (as managers of regulations in their area) to achieve the objective of reducing administrative burdens by 25% by 2012, whereby the measurements in all working areas (13 EC areas) must be completed in December 2010 at the latest; and to the Ministry of Public Administration to carry out training, measuring, coordination, consultation and supervision over the implementation of the whole programme.

The Action Programme consists of five phases; on continuation, individual phases with time limits are precisely defined by steps.

Phase1: Review of legislation of the relevant area (deadline – June, November 2009)

- Step 1: Review of legislation of the relevant area and preparation of a list of all regulations (definition of the act(s) and implementing acts) (regulation manager(s))
- Step 2: Determination of valid and applicable regulations (regulation manager(s))
- Step 3: Selection of regulations which will be measured with EMMAS (regulation manager(s))
- Step 4: Submission of the list of selected regulations for measurement for approval by the Strategic Council for the Preparation of Better Regulation and EAB (regulation manager(s)) - deadline – June 2009
- Step 5: Repeal of regulations which do not have an appropriate legal basis or are inapplicable (without legal basis, substituting old regulations with new ones, inapplicable etc.) (regulation manager(s)) – deadline – November 2009

Phase2: Measurement of administrative costs in accordance with the common methodology (Common Methodology for Measuring Administrative Costs) - (deadline - February, March, December 2010)

- Step 1: Definition of information obligations of legislation **(Ministry of Public Administration, external consultants)**
- Step 2: Determination of origin of particular information obligation by indicating the act (A - European regulations, B – European directive, C – national legislation) **(Ministry of Public Administration, external consultants)**
- Step 3: Definition of administrative activities **(Ministry of Public Administration, external consultants)**
- Step 4: Determination of frequency **(Ministry of Public Administration, external consultants)**
- Step 5: Submission of data for review by the regulation manager(s) – **deadline: February 2010**
- Step 6: Harmonisation and approval of reviewed data **(regulation manager(s) in cooperation with the Ministry of Public Administration – March 2010)**
- Step 7: Determination of population **(Ministry of Public Administration, regulation manager(s))**
- Step 8:

Determination of elements of administrative costs (**Ministry of Public Administration**)

Step 9:

Calculation and assessment of administrative costs and burdens (**Ministry of Public Administration, external consultants**)

Step 10:

Report on defined administrative costs and administrative burdens to regulator manager(s) (**Ministry of Public Administration, external consultants**) – **deadline: December 2010**

Phase3: Collecting substantive proposals for reducing administrative burdens (deadline: June 2011)

Step 1:

Collecting proposals:

- proposals of a potential working group (**regulation manager(s)**)
- proposals of the expert public (consultations, workshops etc.) (**regulation manager(s)**)
- proposals of the interested public (websites etc.) (**regulation manager(s)**)

Step 2:

Selection of proposals and creation of final proposals for simplifications (**regulation manager(s) in cooperation with the Ministry of Public Administration**)

Phase4: Implementing procedure of the amendment of statutory provisions and implementing regulations based on received proposals for reducing administrative burdens – deadline: May 2012

Step 1:

Time schedule of implementation of amendments based on final proposals (**regulation manager(s)**)

Step 2:

Legislation amendment (**regulation manager(s), the Slovenian Government, the National Assembly**)

Phase5: Re-measurement of administrative costs and determination of efficiency of amendments to realise the Action Plan objective – deadline: November 2012

Step 1:

Re-measurement of administrative costs and administrative burdens of legislation amendments (**Ministry of Public Administration in cooperation with regulation manager(s)**)

Step 2:

Determination of achieving the set objective of reducing administrative burdens by 25% (**Ministry of Public Administration in cooperation with regulation manager(s)**)

Step 3:

Reporting to the Slovenian Government on successfully implemented objective of **regulation manager(s)** (**Ministry of Public Administration in cooperation with regulation manager(s)**)

Step 4:

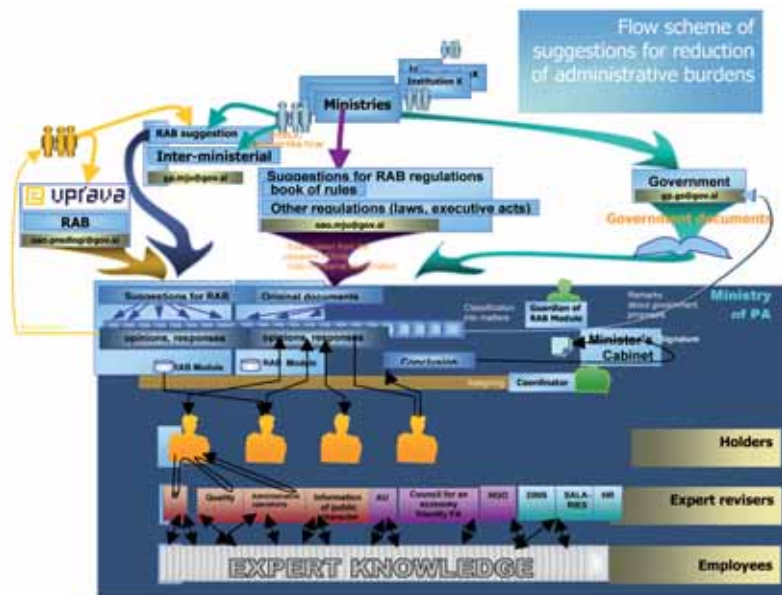
Reporting to the European Commission on successfully implemented objective of regulation manager(s) (Ministry of Public Administration in cooperation with regulation manager(s) or the Slovenian Government)

Expected (or achieved) results and impacts and how are they will be/are measured

The impact of this project can be divided into three parts:

Part 1 of the project:

We prevent new administrative obstacles by requiring that every proposing body (government ministries) reveal the administrative burdens accompanying a regulation.



They must either prove their necessity or eliminate them and substantiate how to ensure the quality of an administrative service (one-stop-shop, modern ways of payment, eservice, etc.). A special team at the Ministry of Public Administration reviews all new regulations and points out unnecessary administrative obstacles that need to be eliminated. Since January 2006 when the project began, this special group has reviewed approximately 2,500 proposals with about 20% of them rejected for various reasons:

- the proposal included new administrative burdens;
 - the proposal included new administrative costs;
 - the proposal had not been published on the web or discussed with the interested public.
- The impact of this system is not one-off phenomenon but it is sustainable.

Part 2 of the Project:

The second part is the receiving and consideration of proposals submitted by interested stakeholders. We invited interested stake-holders to cooperate in decision-making regarding the elimination of administrative obstacles, to which end we opened a dedicated e-mail address (oao.predlogi@gov.si) to which anyone can send their suggestions on improving individual procedures or regulations. We also have on-line forms relative to life events at the e-Uprava ("e-Administration") government portal that enable users to fill in their problems, comments, or suggestion on the particular lifeevent or administrative process. The best proposals are included in the government's programme. Since January 2006 we have received about 500 proposals. Some were good enough to be incorporated in the new government Programme of Measures for Reduction of Administrative Burdens, which was adopted at the beginning of 2007. All new good and applicable proposals from the current year will be included in the new government programme for the following

year.

This project had a major influence on the e-services provided on Slovenia's "e-Uprava" government portal, which made great progress from between 2004 and 2007. Relative to the standards set by the European Commission of On-line Availability of Public services, Slovenia made considerable progress from 15th to 7th place between the 5th and 6th measurements.

Part 3 of the Project:

The savings were calculated based on the SCM methodology and published in the brochure "Reduction of Administrative Burdens." The brochure was prepared for the Conference of the Slovenian Craft and Small Business on Removing Administrative Barriers for Small and Medium-sized Enterprises held on May 17, 2008, in Bled and is available on the web page of the Ministry of Public Administration.

http://www.mju.gov.si/fileadmin/mju.gov.si/pageuploads/Boljsi_predpisi_OAO/zlozenka_eng.pdf

It is estimated that in implementing government programs in 2006 and 2007, annual savings of 250 million euros were achieved.

Some examples:

- Registration of companies (eVEM for companies) – 11 million euro annual savings for economy;
- Simplification in the field of public procurement – 2 million euros;
- Simplification in the field of work permits for foreigners – 2 million euros

Since 2006 Slovene government adopts the Programme of Measures for Reduction of Administrative Burdens, which contains defined measures aimed at simplifying procedures and raising the quality of administrative services:

- in the year 2006 34 measures,
- in the year 2007 30 measures, especially in the field of so-called "life events" which are important for the citizens and for the business,
- in the years 2008 and 2009 44 measures.

The Ministry of Public Administration is responsible for monitoring the implementation of this programmes and amending them with new measures. The ministry is closely cooperating with interested stake-holders regarding the reduction of administrative obstacles.

The ministry has also opened an e-mailbox oao.predlogi@gov.si. Anyone can send their suggestions on improving individual procedures or regulations to the above address. The best proposals are included in the government's programme. Since the establishment in the year 2006 till December 2009 more than 900 proposals was received.

The prevention of arising new administrative obstacles is conducted by demanding that every proposing body (government, ministries) demonstrate the administrative burdens accompanying a regulation. They must either indicate their inevitability or eliminate them and substantiate how to ensure quality of an administrative service (one-stop-shop, modern ways of payment, e-service, etc.). In compliance with the Rules of Procedure of the Government and adopted Methodology for fulfilling and monitoring the Declaration on the elimination of administrative barriers and cooperation of the interested public, a proposer must submit subordinate (ministry level) regulations to the Ministry of Public Administration for an opinion prior to publication in the Official Gazette.

Government decision - 7 May 2009

1. Government of the Republic of Slovenia adopted:

- Programme for Administrative Obstacles Elimination (41 measures)
- Action Programme for Reduction of Administrative Burdens for 25% till 2012 (Programme).

- Methodology for Administrative Costs Measurement as a uniform tool to implement the Action programme (SCM).
- 2. Ministries need to implement the programme and reduce burdens for 25% till November 2012 at the latest.
- 3. Government authorised Permanent Interministerial Working Group on Better Regulation and Reduction of Administrative Burdens to set a list of regulations needed to implement the Action programme, dead line being 30 June 2009.
- 4. Ministry of Public Administration will carry out the measurements of administrative burdens as well as organize training.
- 5. Ministry of Labour, Family and Social Affairs will continue to implement Systematic Administrative Costs Reduction for 25% till the year 2010 in the field of labour law (started 2008).

Short description of the project's contribution to the Lisbon Strategy goals – argumentation why this project is representative for your country

Important goals are to simplify the regulatory environment and to lower costs for the economy, as these help to improve competitiveness. Not only the lowering of administrative costs but also projects of deregulation are important, especially in those areas that do not represent a threat to people's health or lives. Furthermore, it is important that companies registered in Slovenia are not burdened by higher standards than those defined by EU regulations. Above all, it is desired that entrepreneurial initiatives be increased and that the constitutional right to free entrepreneurial initiative be exercised. The purpose of the first part of the project (Prevention) is basically to avoid new administrative burdens. Good results in this respect have been achieved primarily due to good communication between the Government and representatives of enterprises. The second part of the project, the Governmental programme to remove administrative burdens, is intended to correct past "mistakes" and by so doing to simplify the environment for entrepreneurs in Slovenia and to increase the competitiveness of Slovenia's economy. The aim of the third part of the project is to lower administrative costs through a systematic approach and analysis of specific priority areas according to the SCM methodology. Following an example of 22 EU Member States and the Commission, the Government of Slovenia obligated itself to achieve the goal of reducing administrative costs by 25% by 2010 in the first priority area, labour legislation that includes about 300 regulations.

All three parts of the projects together represent an important whole. Entrepreneurs are satisfied with the first results and are therefore continuing their active involvement in the processes described.

The elimination of administrative barriers, simplification of procedures, and in particular, the reduction of administrative burdens resulting from the legislation are key factors for the realisation of the Lisbon Strategy objectives.

The elimination of administrative barriers in the European Union is an important measure in the framework of providing conditions for efficient internal market operations and a tool for achieving the medium- and long-term objectives of the Lisbon Strategy. To this end, the Commission prepared a programme to reduce administrative burdens by 25% by 2012. The general objective to reduce burdens by 25% is a common objective that could be achieved only on the basis of shared responsibility and the joint efforts of Member States and European institutions. In accordance with the guidelines of the European Competitiveness Council, Slovenia will continue legislative regulation based on dialogue with interested parties in order to reduce burdens for companies and citizens to the lowest level possible.

SPAIN

Title of the project: Independent Evaluation of the degree of implementation and success of the NRP

Responsible institution / person for implementation of the project

This annual evaluation is entrusted to the National Agency for the Evaluation of Public Policies and Quality of Services.

Purpose, goals and objectives of the project

A great number of measures related to the functioning of the public administrations are included in the National Reform Programme, due to the fact that the public sector is present at a horizontal level through the whole structure of the NRP. Specifically, the projects included in Pillar 5 in the NRP: More Competition, Better Regulation, Efficiency of the Public Administrations, and Competitiveness are oriented to increase competition and the efficiency of key sectors including the modernisation of services provided by the public administrations.

Thus, it is difficult to choose one of these projects as the Spanish national case. Instead, the case reported for this study is the independent evaluation of the degree to which the NRP has been implemented and its success.

Every year, the Council of Ministers approves a number of programmes and public policies to be evaluated by the National Agency for the Evaluation of Public Policies and the Quality of Services, within the scope of the functions outlined in its action plan.

On the proposal of the former Minister of Public Administrations, the Council of Ministers, at its meeting of August 1, 2008, decided on the public programmes and policies to be evaluated in 2008. Most of these evaluations are related to interventions contained in the National Reform Programme of Spain and in the Spanish Sustainable Development Strategy.

Short description of the project's content

The second Evaluation Plan includes the following public interventions:

- The improvement of the system of technology transfer to enterprises, focusing on technology centres.
- The general system of educational grants. Diagnosis of the present situation and main options to improve effectiveness.
- The role of Central State Administration in the system for autonomy and care for dependent persons.
- Bonus and reductions on Social Security contributions.

Approach to the implementation, main activities and time-frame

All the evaluations were performed in the period 2008-2009. The approaches for each evaluation were the following:

IMPROVEMENT OF THE SYSTEM OF TECHNOLOGY TRANSFER TO THE ENTERPRISES, FOCUSING ON TECHNOLOGY CENTRES

The technology transfer system is a core element of the SCTE, the 'science technology-enterprise system', and has been identified accordingly as in urgent need of improvement in order to fulfill the objectives of Spain's science and innovation policy. One of the primary purposes of this policy is to encourage a swift structural change in the economic system as needed to raise productivity and, ultimately, to support growth and employment. This objective is embodied specifically in the *Plan de Fomento Empresarial* [PFE, Enterprise Development Plan], a section of Spain's NRP [National Reform Programme] that forms the subject-matter of this evaluation. The PFE expressly refers to the role of the network of Technology Centres in that process of improvement.

This evaluation is based on an examination of the components of the knowledge transfer system so as to ascertain how the system is reacting to public policy and, finally, so as to draw conclusions about how the system can be improved and what role Technology Centres might play.

This paper analyzes the functioning of the market in technology services and, in particular, the market sector involving Technology Centres, owing to their status as actors in the STES [the Spanish acronym for 'science-technology-enterprise system'] and to their twofold role as suppliers on the market and as intermediation agents.¹²

Methodology and tools applied

1. Search and study of information Stage
 - Document analysis;
 - Consultancy support;
2. Analysis Stage
 - Descriptive analysis: Descriptive card for every activity in the evaluation scope
 - Preliminary D.A.F.O. analysis of the situation of the technology centres in the transfer system
 - Interviews: Experts and organizations within Public Administrations, customers/user companies of technology centres, managers of the technology centers and others actors related to the activity of technology centres (universities, scientific and technology parks, research centres in Spain, etc.)
 - Panel discussion with experts and public managers to analyze the functioning of the technology transfer in Spain and the position of technology centres with respect to it, through three discussions:
 - Nature of the trouble
 - To improve the knowledge transfer system to enterprises in Spain
 - How technology centres help to this improvement

EVALUATION OF THE GENERAL SYSTEM OF EDUCATIONAL GRANTS

The general system of educational grants and scholarships is primarily directed to assure fair access to education. This evaluation seeks to gauge the extent to which the general system of grants, and of post-compulsory education grants in particular, is fulfilling that primary aim, and to determine whether the system ought to be modified to better promote equality of opportunity and respond to the new challenges that education now faces – to help prevent early school-leaving and thus increase and enhance human capital, this being one of the core objectives of the National Reform Programme.

These questions have been addressed in terms of the following criteria:

- Coverage: Are grants reaching the target population?
- Relevance: Are grants an appropriate instrument to achieve the intended goals, fair access and reduction of ESL?
- Effectiveness: Are grants achieving their intended purposes?
- Coherence: Are grants properly designed to achieve their purposes?
- Contextual actions: What other measures should be considered in order to attain the best possible outcomes?

The tools used range over a combination of techniques, such as reviewing documentary sources (relevant law and literature), processing survey data – mainly the Survey on Living Conditions [Spanish “ECV”], and the Survey on Education and Training Transition and Labour Market Entry [Spanish “ETEFIL”] – a survey to companies and secondary sources such as statistics produced by MEPSYD, Eurostat, the OECD and others, benchmarking with respect to other countries, analyzing

¹² A graphical description of the system is available on the website of the Spanish ministry of science and innovation, MICINN: <http://www.micinn.es/ciencia/jsp/plantilla.jsp?area=cte&id=2>
The Agency's evaluation report on Ingenio 2010 referred to above includes, in Annex I, a SWOT analysis of the Spanish system of science and technology (SECYT).

the features of the Finnish education system and reviewing the experiences of the Netherlands, the United Kingdom and Sweden in a specific paper, developing probabilistic models (a specific paper was commissioned from a university researcher specializing in education system funding), conducting interviews, and organizing a panel of experts. An attempt was made suitably to capture the viewpoints of all stakeholders in some way connected with the grants system by conducting individual interviews with education experts, other stakeholders, and grant managers at MEPSYD, MCINN and the devolved regions.

To arrive at a final diagnosis of the Spanish grants system, a discussion forum was created with education experts and representatives of the key institutions.

THE ROLE OF CENTRAL STATE ADMINISTRATION IN THE SYSTEM FOR AUTONOMY AND CARE FOR DEPENDENT PERSONS

The *Ley 39/2006*, concerning the promotion of personal autonomy and care of dependent persons³ [Dependent Persons Act 2006], was passed in furtherance of the primary goal of making care of dependent persons a new entitlement capable of being reposed personally in a citizen, founded on the principles of universality and fairness. In order that all citizens may exercise the right on an equal footing, the Act makes provision for the establishment of a system of personal autonomy and care of dependent persons: the SAAD. The introduction and effective operation of the system calls for the application of new measures, the implementation of which is a duty allocated across all the public bodies with powers in this domain.¹³

The purpose of this evaluation is to appraise the National Government's intervention in the SAAD in terms of its alignment with its ascribed role within, and its contribution to the goals of, that system, with a view to the later adoption of measures to enhance certain aspects of that intervention. This is not, therefore, an evaluation of the outcomes attained in implementing the Act. This matter will be addressed in 2010 by the entity that channels cooperation among the public bodies involved, the Territorial Council, as prescribed by the Dependent Persons Act 2006 itself.¹⁴

The logic of the evaluation process is structured as follows:

Firstly, Analysis of the SAAD objectives, identifies the main provisions in the Act in furtherance of those objectives, and describes the distribution of powers of implementation. Once the role of the National Government has been identified and delimited, the functions within that role are classified into three main areas: The National Government's role as coordinator, initiator and guarantor of the application of the Act; its role in the creation of a system of information for the SAAD (SISAAD); and its role in the funding of the system. Finally, sets out the conclusions and recommendations toward improving the National Government's role in aid of the better achievement of the objectives of the SAAD.

BONUS AND REDUCTIONS ON SOCIAL SECURITY CONTRIBUTIONS

The subject of this evaluation is the bonus of business contributions on Social Security during the period from 2005 to 2008. The bonus policy aims, fundamentally, a pair of goals: to increase the employment in certain groups who have a limited access to an indefinite contract and to convert temporary contracts to open-ended. These bonus are, generally, temporary. There are sanctions in case the companies do not fulfill their commitments.

Referent to the scope, the assessment is focused on the reform undertaken in 2006. Four social groups (between all the groups affected by the policy) have been chosen, in coordination with the Regional Employment Service, in order to carry out the assessment:

¹³ Article 2.2 of the Act defines dependent adult status as "the permanent state of a person who, by reason of age, illness or disability and in connection with a lack or loss of physical, mental, intellectual or sensory autonomy, requires the care of one or more others, or significant aid, to carry on basic activities of daily living or, in the case of persons with intellectual disability or mental illness, other forms of support for his or her personal autonomy."

¹⁴ Final provision 1, paragraph 3, of the Act provides that, "Three years after the gradual application of the Act, the territorial Council of the system for personal autonomy and care for dependent adults shall conduct an evaluation of the outcomes of such application..."

- people younger than 30 years old
- people older than 45 years old
- long-term unemployed
- temporary contracts changed to indefinite hiring

The purpose of this evaluation is to appraise the effectiveness of the bonus of business contributions for the generation and ensuring of stable employment.

The methodology used has a qualitative part based in the study of 8 real and practical examples, uniform territorially and selected for representing to every social group, different company sizes and big economic sectors, to establish the importance of the bonus from the Social Security in the recruitment process.

These studies are based on interviews with directors of Human Resources Departments and/or Administration Departments of the studied enterprises, as well as employees that belong to the social groups mentioned above, provided that it has been possible.

The other part is an analysis of all collected information through statistical tools to establish the cause-effect relation and to get an overall vision of the system.

Expected (or achieved) results and impacts and how are they will be/are measured

According to the provisions contained in its Charter and its 2008 Working Plan, the Spanish Agency for the Evaluation of Public Policies and Quality of Services published the reports of the results obtained from the evaluations. These reports describe the evaluation's scope, methodology, and main conclusions and recommendations. The aim is to extract lessons and improve future evaluation quality. The results and impacts of these evaluations will be reflected in future Annual Monitoring Reports of the NRP.

Short description of the project's contribution to the Lisbon Strategy goals – argumentation why this project is representative for your country

Through the performance of evaluations and the dissemination of their results, the Spanish Agency for the Evaluation of Public Policies and Quality of Services not only accounts for its work and makes its activity more transparent, but additionally subjects the performed evaluations to public scrutiny.

The monitoring and evaluation mechanism that facilitates Spain's NRP annual appraisal and revision has been judged "best practice" by the European Union.

SWEDEN

Title of the project: Delegation for e-Government

Although it is not possible to decide one example or project more important than others, one project that should be mentioned is the Delegation for e-Government which was set up during 2009. The Governments motives are as follows:

"Government agencies are responsible for continually developing their operations and for utilizing the advantages to be gained for private individuals and the state as a whole from collaboration with other agencies and organizations. Government agencies have a general service obligation as well as responsibility for promoting the development of safe and effective electronic information exchange.

There are, however, certain management and coordination problems in public administration. Some duplication of work occurs, for example, when different agencies develop and procure different solutions in similar areas. Development sometimes takes place without clarifying the benefits for

users. Joint projects can be hampered by unclear financial, organizational and legal conditions. Interoperability between technical systems varies.

To realize the potential of well-developed e-Government for improvement and efficiency, a strategic approach to e-Government is required which encompasses the state as a whole. Inter-agency efforts are therefore needed in the form of a delegation that coordinates the initiatives of individual agencies.

In view of this, the aim of the e-Government Delegation is to streamline and develop work on e-Government in the public sector.” (ToR 2009:19)

The delegation has been in function almost for one year. The delegation consists of the director generals for the most important agencies when it comes to e-government. A secretariat is assisting the delegation in its work. The main tasks are:

- to propose a strategy for the government agencies work on eGovernment. This has been submitted to the Government on 19 October 2009,
- to coordinate the IT-based development projects of government agencies,
- to follow up their impact on citizens, business operators and public administration employees, the delegation has in this context also the task to identify relevant indicators,
- to coordinate specific IT standardisation issues and assist the Government in the international work in this area.

The delegation is expected to submit interim reports to the Government, containing background material and proposals. A final report is to be submitted by 31 December 2014 at the latest. The Government has declared that it intends to evaluate the Delegation’s activities before 2014.

8. LESSONS LEARNED/ POSSIBLE RECOMMENDATIONS

Member State	Lessons learned/Recommendations
Austria	<p>Recent analyses and evaluations verify the – relative - success of the Austrian stimulus packages during the financial crisis.</p> <p>Especially during these times of crisis, social security and inclusion were able to at least partly absorb the negative social impact. This was the main focus of attention as the already underprivileged are known to be hit hardest by an emerging crisis.</p> <p>A modern public administration is regarded as a key prerequisite for a successful competitive business location and the basis of the people’s essential trust in the state. Therefore “public administration reform” is an important part of the strategic core area 1 “sustainability of public finances.” See AT NRP, p 17-19. The link / cooperation between administration and political level with respect to the Lisbon Strategy is working well.</p>
Cyprus	<p>It is important to mention that the top management commitment is needed for the implementation of such systems.</p>
Czech Republic	<p>It is broadly accepted that the two-stage process of the introduction of the Regulatory Impact Assessment into the decision-making process was beneficial.</p> <p>It was essential to test the methodology on “real” cases (therefore demonstrating their real benefits), and to elaborate procedural rules (the creation of process and control procedures) prior to the introduction of the full obligation.</p> <p>The intensive training of civil servants seems to have played a significantly positive role in the preparation of the civil service and therefore positive acceptance of the quite new requirements.</p> <p>Some further observations on the basis of evaluation of the existing practice:</p> <ul style="list-style-type: none"> - RIA application to draft legislative proposals for implementing the EU law should become a issue in the assessment of the RIA Methodology that the Ministry of Interior currently is carrying out. - The quality control of the application of the requirements of the RIA Methodology by the Ministry of Interior isn’t broadly accepted, as a line Ministry itself and it is not well positioned to discipline other ministries for non-compliance. <p>The next government to be appointed after the parliamentary elections in the mid-2010 may therefore consider some institutional changes in the process including the establishment of a strong department at the centre of government at least for review of RIAs.</p> <p>It remains absolutely crucial for the functioning of the system a high-level political commitment and a strong coordination across public administration.</p>
Italy	<p>A reformed Public Administration which gets beyond situation of red tape needs more instruments for the prevention of corruption so as to promote a widespread culture of legality and to develop measures in favour of integrity.</p>

EVALUATION OF PUBLIC ADMINISTRATIONS' ADDED VALUE TO THE LISBON STRATEGY GOALS
(UPDATE 2010)

Member State	Lessons learned/Recommendations
Lithuania	<p>During the period of European Union structural assistance the projects of the development of eGovernment, electronic public services and infrastructure will be financed according to the Operational Programme's for the Economic Growth for 2007-2013 Priority 3 "Promote Information Society for All".</p> <p>This Priority seeks to reduce digital divide caused by geographic and economic conditions and to stimulate information society processes via implementation of the following objectives:</p> <ul style="list-style-type: none"> • develop electronic solutions to increase efficiency of public sector institutions and to enforce e-business initiatives in the country; • establish an even, secure electronic networks infrastructure of the country. <p>The projects of state and municipal institutions and agencies that could be implemented with EU structural support have been already included into the Action Plan for the Implementation of the Strategy for the Public Administration Development up to 2010.</p>
Luxembourg	<p>The main lessons learned are the importance of the full involvement of all the stakeholders from design to production and the importance of efficient coordination structures.</p> <p>A major challenge in rebooting the Lisbon strategy consists in providing better explanations to citizens of the advantages of policies carried out in order to secure a prosperous future for Luxembourg. The Government maintains a particularly strong interest in this challenge since re-launching the Lisbon strategy in 2005 and the publication of the National Plan for Innovation and Full Employment. It is striving to achieve an objective of —actively informing the general public and the players in the economy about the Lisbon strategy.</p> <p>Furthermore, the major guidelines and concrete measures of the National Plan were determined in wide concert between the executive and legislative powers, as well as the national and local public entities and social partners.</p>
Malta	<ul style="list-style-type: none"> • The importance to ensure ownership of the better regulation strategy across all the management layer of the public administration; • To focus on priorities given the limited resources available; • To allocate adequate resources on the task; • To tap into the collective EU knowledge on the subject; • To build in a step-wise-manner on solid foundations; • To set a measurable target, as what can be measured can be reduced;
Poland	<p>The projects within the National Reform Programmes require an efficient national coordination system. Each project within the framework of National Reform Programmes requires involvement of all ministries and an efficient system of coordination.</p>
Romania	<ul style="list-style-type: none"> • The Project for Transparency and Participation within Public Administration taught the project's team some valuable lessons to be used further: • A competent civic attitude can only be achieved by a smooth communication to the citizens their rights and duties. • Involving volunteers in the awareness campaign can be very useful because they are a part of the citizens' core.

EVALUATION OF PUBLIC ADMINISTRATIONS' ADDED VALUE TO THE LISBON STRATEGY GOALS
(UPDATE 2010)

Member State	Lessons learned/Recommendations
	<ul style="list-style-type: none"> • Although the citizens' response was slow, most of the participants to the survey considered that their involvement in the public administration decision making process is or may be useful to their community. • The partners in the C.L.E.A.R. project were very supportive and well coordinated. This is the reason for which we aim to follow-up the project to find further potential partners and funds to extend its area of implementation. • The budget should be more consistent with the activities of the project so as to avoid the situation in which the targets were achieved by reducing the financial resources, with a small number of human resources involved in the project implementation. <p>Regarding to the further Strategy the Department for European Affairs established a reflection group with the purpose to prepare the next National Action Plan. This plan will be elaborate after the approval of the Strategy Europe 2020.</p>
Slovak Republic	<p>Users often need to understand in what manner the public administration is organised and where they can find the required information. It is therefore very important to have an adequate structure of information sources that moreover is organised according to the needs of different user groups.</p> <p>The main lessons learned are the full involvement of all the stakeholders from design to production and the importance of efficient coordination structures and development of eGovernment and ICT-based services aimed at effective provision of public administration services to citizens. This includes the construction and interconnection of various information systems in public administration according to the National eGovernment Concept.</p> <p>Since 2008 the Ministry of Finance of the Slovak Republic monitors the citizens and entrepreneurs satisfaction with eGovernment including the Central Public Administration Portal (CPAP) services.</p>
Slovenia	Slovenian non-paper on the Lisbon strategy post 2010 "Growth and Jobs & Sustainable Development; One Development Strategy for Europe"
Spain	<p>The evaluation of the NRP by an organisation that is independent from the ones in charge of implementing the policy and from the National Coordinator of the Lisbon Strategy reinforces the accountability process.</p> <p>Strategic documents, like the NRP, should always incorporate a solid intervention logic and relevant monitoring and evaluation mechanisms. In general, it is necessary to improve the planning mechanisms in policy-making and above all, to establish relevant monitoring systems.</p> <p>The Agency has carried out 18 evaluations of interventions contained in the NRP. This has been two thirds of AEVAL's evaluation agenda. It has proved to be a useful process for enhancing evaluation culture. Nevertheless, further institutionalisation of evaluation is needed.</p>

Table 4: Lessons learnt/possible recommendations

9. ADDITIONAL SOURCES OF INFORMATION

European Commission

- Strategic report on the renewed Lisbon strategy for growth and jobs: launching the new cycle (2008-2010) "Keeping up the pace of change" (11 December 2007): http://ec.europa.eu/growthandjobs/pdf/european-dimension-200712-annual-progress-report/200712-annual-report_en.pdf
- Lisbon Strategy evaluation document. Commission Staff Working Document. (2 February 2010): http://ec.europa.eu/growthandjobs/pdf/lisbon_strategy_evaluation_en.pdf

Austria

- Austrian homepage, with the relevant "Lisbon documents": www.lissabon-strategie.at
- Second Austrian Reform Programme for Growth and Jobs. Final version (7 October 2008): http://ec.europa.eu/growthandjobs/pdf/member-states-2008-2010-reports/austria_nrp_2008-2010_final_en.pdf
- Austrian Reform Programme for Growth and Jobs. Implementation Report 2009. (September 2009): http://ec.europa.eu/growthandjobs/pdf/member-states-2008-2010-reports/austria_nrp_2008-2010_final_en.pdf

Belgium

- National Reform Programme 2008-2010 / (October 2008): http://www.be2010.eu/admin/uploaded/200811051451510.NRP2008_ENweb.pdf
- National Reform Programme 2008-2010 / Belgium - Progress report 2009: http://www.be2010.eu/admin/uploaded/200910220937000.NRP_2009_en_01.pdf
- Portal belgium.be: Official information and services: <http://www.belgium.be/en/>
- Indicators of social protection in Belgium - Belgium in Europe" (<http://www.socialsecurity.fgov.be/docs/en/belgian-social-protection-2010-en.pdf>)

Cyprus

- Lisbon Strategy renewed National Reform Programme of the Republic of Cyprus (October 2008): http://ec.europa.eu/growthandjobs/pdf/member-states-2008-2010-reports/cyprus_nrp_2008_en.pdf

Czech Republic

- Website on Regulatory Impact Assessment in the Czech Republic: <http://www.mvcr.cz/clanek/regulatory-impact-assessment-in-the-czech-republic.aspx>

Denmark

- Website on Better Regulation in Denmark: www.fm.dk/betterregulation
- Denmark National Reform Programme. First Progress Report (October 2009): <http://uk.fm.dk/Publications/2009/DK%20National%20Reform%20Programme.aspx>
http://uk.fm.dk/Publications/2009/~/_media/Publikationer/Imported/2009/DK%20nationale%20reformprogram/Denmarks_national_reform_programme_2009_web.ashx

Estonia

- Estonian Strategy for Competitiveness 2009–2011. Overview and Updates to the Estonian Action Plan for Growth and Jobs 2008–2011 (5 November 2009): http://www.riigikantselei.ee/failid/Estonian_Strategy_for_Competitiveness_2009_2011.pdf

Finland

- Ministry of Employment and Economy <http://www.tem.fi/?l=en> (Ministry's website in English)

Greece

- Operational Programme “Public Administration Reform 2007-13, Ministry of Interior, decentralization & E-Government, October 2007: <http://www.gspa.gr>
- National Strategic Reference Framework 2007 – 2013, Ministry of Finance, Athens, January 2006: http://www.mnec.gr/en/economics/National_Strategic_Reference_Framework_for_2007-13/
- National Reform Programme for Growth and Jobs 2005-2008, Implementation Report 2007, Ministry of Finance, Athens, October 2007: http://www.mnec.gr/export/sites/mnec/en/economics/reform_programme_2005-2008/Implementation_Report_2007x_Greece.pdf
- National Reform Programme for Growth and Jobs, 2005-2008, Ministry of Finance, Athens, October 2005: http://www.mnec.gr/en/economics/growth_programme_2005-8/
http://www.mnec.gr/en/economics/reform_programme_2005-2008/
- National Strategic Reference Framework 2007 – 2013., October 2006: http://www.mnec.gr/export/sites/mnec/en/economics/National_Strategic_Reference_Framework_for_2007-13/ESPA_eng.pdf
- Update of the Hellenic Stability and Growth Programme, Ministry of Finance, Athens, January 2010: http://www.mnec.gr/export/sites/mnec/en/economics/growth_programme_2005-8/2010_01_15_SGP.pdf
- Website codifying all national legislation: <http://www.e-themis.gov.gr>

Italy

- Italian Government Dossier: Lisbon Strategy for Growth and Jobs. National Reform Programme 2008-2010- Implementation report and response to the economic crisis (Nov. 2009): http://ec.europa.eu/growthandjobs/pdf/nrp2009/it_nrp_en.pdf
- Website of the Department of Communitarian Politic: www.politichecomunitarie.it
- Public Administration Reform Web Portal: www.riformabrunetta.it
- Website for “Show your face”: <http://www.innovazionepa.gov.it/lazione-del-ministro/iniziative-e-sperimentazioni/mettiamoci-la-faccia/presentazione.aspx>
- Website for “Friendly line”: <http://www.innovazionepa.gov.it/lazione-del-ministro/servizi-per-il-cittadino/linea-amica/presentazione.aspx>
- Website for “Certified electronic mail”: <http://www.innovazionepa.gov.it/lazione-del-ministro/iniziative-e-sperimentazioni/sperimentazione-pec/novita-sulla-pec.aspx>
- Website for “Friend network”: <http://www.innovazionepa.gov.it/lazione-del-ministro/servizi-per-il-cittadino/reti-amiche/che-cose-reti-amiche.aspx>

Lithuania

- Internet page about Implementation of Lisbon Strategy in Lithuania: <http://www.ukmin.lt/lisabona/en/node/8>

Luxembourg

- Website of the Luxembourg competitiveness watchdog “Observatoire de la Compétitivité”: <http://www.odc.public.lu/observatoire/index.html>
- National Plan 2009 for the innovation and full employment: http://www.odc.public.lu/publications/pnr/Rapport_Plan_national_2009.pdf

Malta

- Malta's National Reform Programme 2008-2010. Internet document. URL: http://ec.europa.eu/growthandjobs/pdf/member-states-2008-2010-reports/malta_%20nrp_2008_en.pdf
- Malta's National Reform Programme 2008-2010 Annual Progress Report 2009. Internet document: URL:http://ec.europa.eu/growthandjobs/pdf/nrp2009/mt_nrp_en.pdf

Poland

- Regulatory reform in Poland: www.reforma-regulacji.gov.pl
- National Reform Programme for 2005-2008: <http://www.kpr.gov.pl/English>
- Implementation Document of the National Reform Programme: <http://www.mg.gov.pl/NR/rdonlyres/137170ED-87FD-41A4-8CE9-874FF586D597/44135/ImplementationDocumentoftheNationalReformProgramme.pdf>

Romania

- Department for European Affairs: <http://www.dae.gov.ro>
- Ministry of Interior and Administrative Reform: <http://www.mira.gov.ro>
- National Agency of Civil Servants: <http://www.anfp.gov.ro>
- National Reform Programme 2007 – 2013, July 2007: <http://www.posdru.edu.ro/index.php/articles/6847>
- National Strategic Reference Framework 2007-2013, April 2006: http://ariel.veb.it/file.php/1/libri/romania_2007-2013-1.pdf
- National Strategic Plan for Rural Development 2007-2013, 20 October 2006: http://pdc.ceu.hu/archive/00003650/01/NSP_octombrie_2006_en.pdf

Slovak Republic

- National Reform Program of the Slovak Republic for years 2006 – 2008
- National Reform Program of the Slovak Republic for years 2008 – 2010: <http://www.informatizacia.sk/strategic-documents/4614s#National%20Reform%20Programme>
http://www.finance.gov.sk/Documents/1_Adresar_redaktorov/bujnakova/NPR%20SR%2008-10.pdf
- The National Concept of eGovernment that was passed by the Government of the Slovak Republic in its Resolution No. 331 of 21 May 2008. <http://www.informatizacia.sk/the-national-concept-of-egovernment/5905s>

Slovenia

- OECD Regulatory Indicators Questionnaire 2009 (Slovenia)
- Programme of the Government of the Republic of Slovenia for Eliminating Administrative Barriers and Reducing Administrative Burdens by 25 % by 2012 – 'SIMPLE RULES!', March 2009
- Website for Lisbon Strategy: http://www.svrez.gov.si/en/activities/lisbon_strategy/
- Reform Programme for Achieving the Lisbon Strategy Goals 2008: http://www.svrez.gov.si/fileadmin/svez.gov.si/pageuploads/docs/lizbonska_strategija/SI-NRP2008-en.pdf
- Report on the Implementation of the Reform Programme for achieving the Lisbon Strategy Goals in Slovenia 2009: http://www.svrez.gov.si/fileadmin/svez.gov.si/pageuploads/docs/lizbonska_strategija/Report_on_Achieving_Lisbon_Strategy_Goals_-_Slovenia_2009.doc
- Slovenian non-paper on the Lisbon strategy post 2010 "Growth and Jobs & Sustainable Development; One Development Strategy for Europe": http://www.svrez.gov.si/fileadmin/svez.gov.si/pageuploads/docs/lizbonska_strategija/Lisbon_post_2010-SLO-en.pdf

Spain

- Website of the Spanish National Reform Program: <http://www.la-moncloa.es/PROGRAMAS/OEP/English/ReportsAndPublications/PNREnglish/default.htm?idioma=en-GB>
- Website of the Spanish Economy and Employment Stimulation Plan "Plan E": <http://www.plane.gob.es/>
- Website of the State Fund for Local Investment: <http://www.mpt.es/prensa/actualidad/noticias/2008/12/20081210.html>
- Website of the evaluations performed by the National Agency for Evaluation and Quality: http://www.aeval.es/en/evaluacion_de_politicas_publicas/evaluaciones_de_la_agencia/

ANNEX I

TEMPLATE FOR PROVIDING COUNTRY INFORMATION

Country: _____

1. Co-ordination at the national level

Please provide a short description related to co-ordination of Lisbon Strategy goals, national action programme and institutions involved:

- Which is the body and/or level of co-ordination; What is its relationship towards (other) ministries and other institutions in the country;
- How is the whole process of co-ordination organized / functioning;
- How are different policy areas being co-ordinated?
- Which relationships are established between the body responsible for the co-ordination of Lisbon Strategy goals and the bodies taking part in IPSP activities?

2. Short summary of the part of National Action Programme related to the functioning of public administration system in connection to the Lisbon agenda:

- Which are the goals in this respect (defined at national, regional, local level);
- Which are the projects included;
- How are/will be measured their results? (Is there any monitoring and/or evaluation mechanism established for the appraisal and revision of these projects? Does any body perform an independent evaluation of the degree to which NRP is implemented and its success?) Can you provide concrete indicators?

3. Description of one example / country project which you consider contributes to the Lisbon agenda at most.

Please use following description items and feel free to add also your own ones:

3.1. Title of the project

3.2. Responsible institution / person for implementation of the project

3.3. Orientation of the project (write an X when relevant)

Working Areas Orientation							
Reduction of Administrative Burdens		Simplification		Better regulation		Regulatory analysis	Impact
e-Government		Integrated back-office functions		Sharing resources		Public Administrative Reform	
Quality Management Area		Structure		Research and development		Innovation	
Public Policies							
Policy review		Ex post evaluation		Specific policy			
Connection to the Lisbon Strategy for Growth and Jobs							
A more attractive place to invest and work		Knowledge and Innovation for growth		Creating more and better works			
Orientation to Public Administration							
Measuring citizen perception on quality of Public Administration		Improving transparency and participation		Improving administrative capacity		Improving institutional competitiveness	

3.4. Purpose, goals and objectives of the project

3.5. Short description of the project's content

(What is it about? Which problems does it deal with?)

3.6. Approach to the implementation, main activities, duration

3.7. Expected (or achieved) results and impacts and how are they will be/are measured

3.8. Short description of the project's contribution to the Lisbon Strategy goals – argumentation why this project is representative for your country

4. Other relevant information you would like to provide regarding your national case, or for the study in general ...

5. Lessons learned/ Possible recommendations you could give / advice / summarise on the bases of you country experience, for further exploring the connections between functioning of public administration and achieving the Lisbon Strategy goals.

(To support your thinking: recommendations about the approach, should anything be done in a different way, or more strongly supported, or planned more carefully, or)

6. Bibliography / references to the information included in the template and / or on national case.

If possible, provide attachments and / or links to web pages.

7. Information provided by:

Name:
Institution:
Position:
Contact data:
Phone:
Fax:
E-mail:

Please, send the filled-in template to: eupan.ipsg@aeval.es by 8 March 2010.

Thank you very much for your co-operation!