

CITIZEN'S CHARTERS AND PUBLIC SERVICE DELIVERY STANDARDS

BACKGROUND

Since the early 1990s, many European countries have adopted, in one form or another, a type of “citizen’s charter”. Such a charter publicly sets out a number of minimum standards that citizens can expect when accessing public services. They can be at a national, ministerial, regional, or local level. It has often been used with the intention of improving or modernising public services and the way citizens relate to them. A citizen charter is a unilateral declaration by a public sector service whereby the service, within the tasks stipulated for it by legislation and regulations, commits to a number of standards for its services and subsequently publishes these standards. This allows members of the public to hold officials to account as directly as possible.

Sometimes citizen’s charters are also referred to as customer, or user charters, or simply “codes of conduct” or “minimum delivery standards”, though they should not be confused with internal guidance or accepted procedure: citizen’s charters are intended to be visible and understandable to the public.

Aside from citizen’s charters, some countries also have service charters. Generally speaking, service charters are focused on particular services or sectors, such as accessing healthcare services or local government services, where their provisions can be better tailored to the specific circumstances of delivery.

In general, citizen’s charters are not legal documents and reflect aspirations rather than firm guarantees, although the specificity of their content may vary widely (for example, a hospital may use a charter to aim to make a patient wait no more than thirty minutes for an appointment, while a consulate may commit only to responding to requests “without undue delay”).

A BRIEF HISTORY OF CITIZEN’S CHARTERS

The first citizen charter programme in Europe was launched in 1991 by the UK government. It listed what “every citizen is entitled to expect” from the State: standards for each public service, openness, information, choice, non-discrimination, accessibility, and clear consequences “if things go wrong”. Later on more specific service charters were established at ministerial and local level, and by 1997 there were 42 individual charters covering all the main public services and more than 10,000 local charters.

Similarly, The French Council of Ministers announced a “Charter of Public Services” (charte des services publics) with the aim of improving public service users’ knowledge of their rights, involving them in service delivery, and simplifying documents and procedures. It updated the French public service values, adding transparency, simplicity, user participation and

confidence/trustworthiness to the traditional values of equality, neutrality, and continuity. It also adopted a number of practical measures: for example, mandating regular public reports on results achieved, together with recommendations of how services could be further improved.

In the 25 years or so since the original citizen's charter, a large number of national governments, public services, and local authorities across EU Member States have adopted some type of charter or service delivery standards model. In some cases, the charters have been incorporated into a broader programme of government service modernisation or have been replaced by some other form of delivery standards, while in others, the number and sophistication of citizen's/service charters continues to grow as they become a stable element of an administration's commitment to its citizens.

The European Commission's 2015 Quality of Public Administration: a Toolbox for Practitioners includes a section on citizen's/service charters, noting that a charter is suitable for all organisational elements with client contacts, referring to the six key benefits of charters in:

- Helping public agencies to manage the expectations of service users;
- Providing a framework for consultations with service users;
- Encouraging public agencies to measure and assess performance;
- Making public agencies more transparent;
- Pushing public agencies to improve performance; and
- Increasing satisfaction of service users.

Reports point out that charters have had a lasting impact on how public services are viewed, and that the underlying principles have retained their validity nearly two decades on.

THE FUTURE OF SERVICE DELIVERY STANDARDS IN THE EU

Over the years, citizen's charters have contributed to an evolution in the way the relationship between the citizen and the state is perceived. Developments in e-Government and online service delivery standards have consolidated this evolution, and now more than ever, a citizen is likely to approach a public service with a certain set of expectations in mind. These expectations are likely to continue to change for many users, matching the fast-paced rate of technological development and the new realities of the digital age. Public service delivery standards will need to be adapted regularly, and authorities will need to be well-informed and flexible, to keep pace with the changing nature of service delivery and the expectations of users.

Since its creation, the EUPAN Network has served as a catalyst for the further development and modernization of public administrations of the Member States, through the constant exchange of good practices and know-how, but also through the elaboration of common tools that can be used by all administrations across the EU, as is the case of the CAF Model.

In view of that and of the constant priority that citizens and businesses place on improving the service delivery, provided by the public administrations, we believe that focusing the efforts and collaboration of the network on the topic of administrative service delivery standards could

have considerable benefits for Member States. The sharing of good practices in this area could be built upon through an analysis of the possibilities for cooperation within the framework of the network, aimed at developing more practical tools for improving the service delivery. The EUPAN Network has already collaborated in this area and produced the European Primer on Customer Satisfaction and excellent guidance on service standards, notably the “Seven Steps to a Citizen Charter with Service Standards”. Nevertheless, the guide is now almost ten years old and much has changed since then, providing the opportunity for useful further work and collaboration.

One such area for cooperation could be the elaboration of an indicative toolkit of common guidelines and principles for national, regional and local authorities to use when considering how to define or improve their own service standards, and a guide to European citizens in what they can expect at a minimum from their own public services. This could be developed in the form of common non-binding service delivery standards that Member States could afterwards build upon in their national administration or of a “European Citizen’s charter”, ensuring a minimum of universally accepted standards and principles for service delivery, across all Member States.

SUMMARY OF THE RESPONSES TO THE QUESTIONNAIRE

Under the Bulgarian Presidency a new study has been conducted on the existence and use of Citizen’s Charters and common administrative service delivery standards among Member States. We received 26 completed questionnaires with contributions from 23 EU Member States, Switzerland, Norway and the European Commission. The full results of this study are presented in the body of this report.

The main **motivation for the introduction of Citizen’s Charters** is consistent across respondents: to focus the work of the public sector on citizen’s needs. Other possible reasons for their introduction, such as transparency and promoting efficiency have been of lesser importance.

Overall Member States have different approaches to Citizen’s Charters from each other partly because responsibility for Charters tends to be **decentralized** to the departmental or municipal level. In most Member States individual public organisations have the freedom to decide what their Charter should be and even whether or not to have a Charter at all. However, in a minority of Member States the Charters are centralized and take the form of standards of conduct for civil servants, e.g. standards for communication with the public.

Most Charters were introduced before 2005. While in many countries the use of Charters has been ongoing or increasing, in some countries Citizen’s Charters appeared as a ‘fashion’ in the domestic public administration, which had an intense period of interest, and an expansion in the number of charters, but later interest faded and some of the charters disappeared. For those countries who have had charters discontinued, they reported the reasons for this were that charters were incorporated into wider public service standards, while for others it was because the charters were always intended to be temporary rather than permanent.

Implementation of the Charters varies significantly across countries, which is to be expected given the different legal systems in place. So while some are enshrined in law, others are more informal commitments. Many countries report some challenges with measuring compliance with the standards as set out in Charters. Often, the Ministry with the responsibility under the Charter is also responsible for monitoring its own performance and Member States tend not to use the most formal methods of evaluation (formal performance indicators, external assessments) but either use feedback from users or rely on a general commitment to improvement without specific monitoring mechanisms.

Content of the Charters. Overall there is a large degree of consistency in the content of Charters across reporting countries but there are differences in the specificity of the commitments made. For example, most countries' documents include general commitments on: time targets, a positive attitude of public sector workers, non-discrimination, transparency, clarity and openness. A large group of countries include specific commitments on multi-modal (by post, online, by phone and in person) access to public services and a smaller group of countries include other specific commitments, such as time targets to respond to public queries. There is also some consistency on topics that are **excluded** from the service charters, for example they tend not to include specific commitments on the working hours of service delivery staff.

Technology provides great opportunities to promote the use of Citizen's Charters. While the commitment to using e-services and technology is still loose in the Charters (general rather than specific commitments), some countries at the forefront of new working methods have given examples where technology has become a key part of their work on public service delivery. In one case the Charter explicitly lists information that should be made public via a government website. In another case the government has committed to using electronic communication, as the main way of engaging with citizens without disadvantaging those who do not use such communication methods.

Since the Charters make commitments to citizens, there also needs to be a mechanism to address the cases where commitments are not met. Reporting Member States have made concrete and specific **commitments regarding feedback from citizens and complaints in their Charters.** A large number of Member States have mechanisms for members of the public to provide feedback on public service delivery and some also include a commitment to use this feedback to improve public service development in future. Most Member States also have a formal complaints procedure as well as a process covering cases where public service standards were not met.

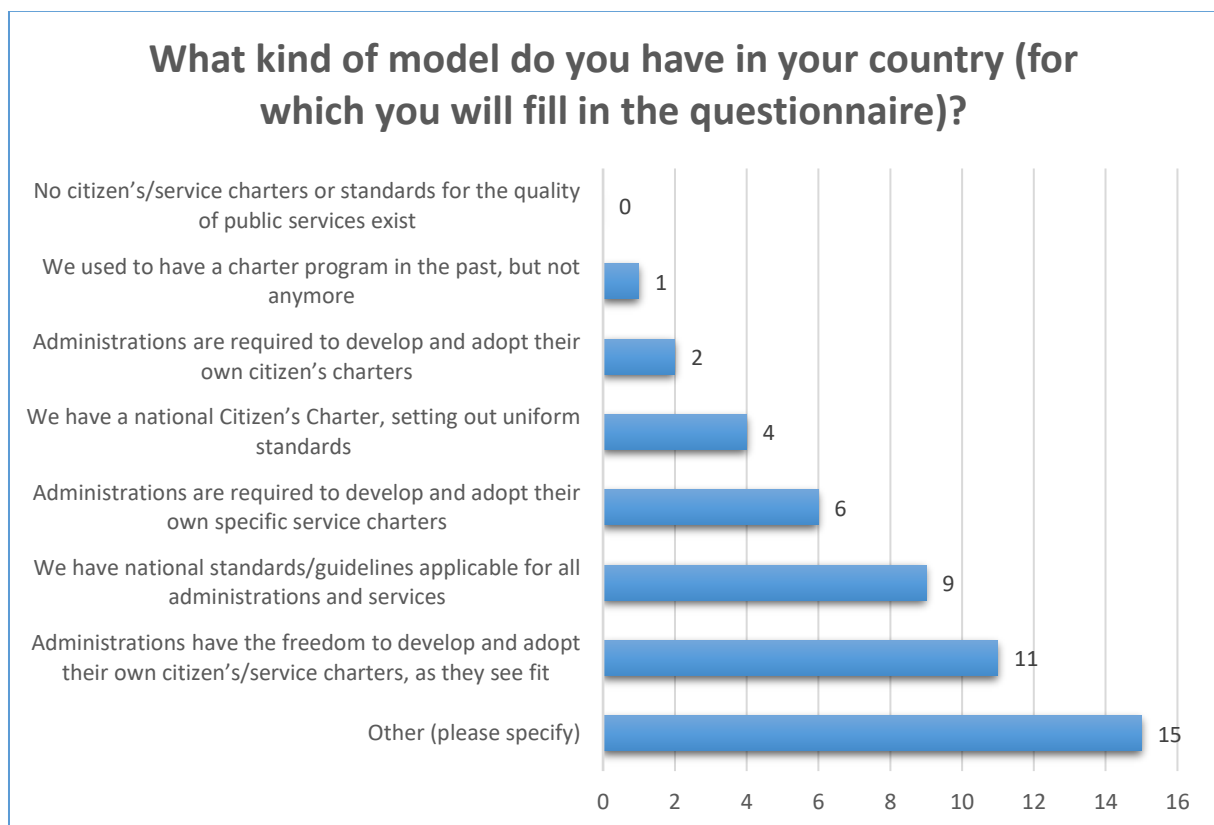
There is much less consistency in terms of reciprocal standards **required of citizens.** In many cases there are no such requirements of citizens or where there are, they are very basic minimum standards of courtesy when corresponding with a public official.

On the **future scope for EU Member States to collaborate** on the topic of citizen's charters Member States agree that some form of cooperation within the EUPAN Network in the area of

public service delivery standards could contribute to improving the quality of public services across EU Member States. Almost all countries consider that it would be worthwhile to explore further the potential benefits/possibilities of developing some form of common non-binding public service delivery standards on an EU level, but there are different views on the scope of the needed cooperation, which need to be agreed upon. Still most countries point towards the development of common principles for quality of public service delivery across the EU, which will not be binding for Member States, but will offer them a benchmark and guidelines when adopting their national standards.

SUMMARIZED RESULTS OF THE QUESTIONNAIRE

What kind of model do you have in your country?



The majority of member states and their administrations have the freedom to develop and adopt their own citizen's/service charters, as they see fit. Some of the models are decentralized and other are centralized. However, most of them have specifics and requirements for their own model for example in some countries the charters are concentrated in the social sectors such as health while in others they are focused at the municipality level.

BE: There is citizen's charters for the health sector, in the social security sector. There are general rules for the public administration. Since 1998 there is a a citizen's charter.

CZ: A boom of citizen's charters emerged around 2005 – 2006 following a SIGMA project in this area. One of its outputs was a publication entitled "Improvement of Client's Orientation by Means of Charters of Services". As a consequence, a relatively high number of such charters

appeared at that time for various types of organisations, e. g. municipal and regional offices, libraries, organisations of social services, municipal polices, transport companies etc. Some of them still exist, some disappeared and some new ones have been elaborated.

DK: There is no citizen or service charter at a ministerial or departmental level. At regional and local level, administrations are free to develop and adopt their own citizen's charters. However municipalities are required to make a service charter or "quality standard" in regards to homecare, rehabilitation and training. The quality standards must be updated once a year and functions as guidance to citizens and healthcare personal for which service level the users are entitled to.

EC: The European Commission has a single citizen's charter (the Code of Good Administrative Behaviour) applicable to all Commission departments.

FI: We had a citizen's charter programme running from mid 90s to first years of the new millennium, aiming at promoting the tool and encouraging service providers on local, regional and national level to make their own charters. Since then we have had no national level initiatives until 2016 when the current Government of Finland decided that each state agency is required to give their own charters on their most significant services. The charter is a promise given to a customer on the quality standards of the service in question, including the handling time. Charters are not legally binding.

EL: There are charters that apply to all public services such as the Public Administration Regulation on Communication (KEDI), Guide of appropriate administrative conduct of public servants, Citizens and Business Rights, the Common Assessment Framework etc. Moreover, the public services are free to issue specialized guides on matters within their competence.

HU: In Hungary the capital and county government offices adopted their own Service Providing Strategies in 2017 for the period of 2017-2018.

SI: "Code of Conduct for Civil Servants", "Decree on administrative operations"

MT: The foundations of the Public Administration's **Quality Service** are aligned to four pillars namely, **listening** and understanding the customer; **design** and implementation of policies that meet the customer expectations; **delivery** of a quality service by providing timely, high standard and easily accessible services; and, **accountability** where the people become part of the Excellence of the Service provided. In support, ten departmental standards applicable to all the public service are set as guidelines. Complimentary is Directive No. 4-1 entitled 'Standards for Service of Excellence Offered by the Public Administration to the Public and to Public Employees'. This does not preclude respective Ministries to develop their particular charters.

NO: As a result of the public management reform, many Norwegian state authorities started to establish citizens service charters in the 1990s, and in the early 2000, the government decided that all state enterprises should have their own citizen's service charter. In 1993 the Government also launched the first Central Government Information Policy, and the citizen service charter

was gradually replaced. The state enterprises and ministries now also started to work with and fulfil the principles in the “Information Policy”. The last revision of this was in 2009, and it was now called *Central Government Communication Policy*. The purpose of the government communication policy is both to get the message out to those who need it and to establish a dialogue between the citizens and the government. Since the *Central Government Information Policy* now is the “official citizen’s service charters”, we will in the following survey refer to this. Please also see this link to the policy: https://www.regjeringen.no/globalassets/upload/fad/vedlegg/informasjonspolitikk/statkompol_eng.pdf

ES: Due to the highly decentralized system we have in Spain, there are different Citizen’s Charter systems in operation at central, regional and local level.

In Spanish General Administration the first programme was launched in 1999, however it is known that at local level some city councils already had Citizen’s Charters since 1997. At central level we currently have a Citizen’s Charters programme which is regulated by Act, the programme, working since 2005, is not mandatory but is strongly recommended and we already have more than 250 approved Citizen’s Charters.

SE: That Swedish public services should have good service is fundamentally determined by law and specified in the “common professional values of the employees of the public administration”. The best example of a specific national citizen charter is probably the National Health Care Guarantee. Although proper citizen charters are uncommon in Sweden, follow-ups and evaluations of public services are very common and the results are in general public documents and available to the citizens and the media.

CH: On the Federal level we rarely interact with the citizens directly. Therefore, Citizens’ charters have not been adopted. On the cantonal and communal level where the most of the interactions take place, there may be some Citizens’ charters. However, as these levels of the state act independently, we do not have any reliable data on the situation.

FR: Frame of Reference Marianne (*Référentiel Marianne*)
http://www.modernisation.gouv.fr/sites/default/files/fichiers-attaches/referentiel_marianne-sept-2016-web.pdf

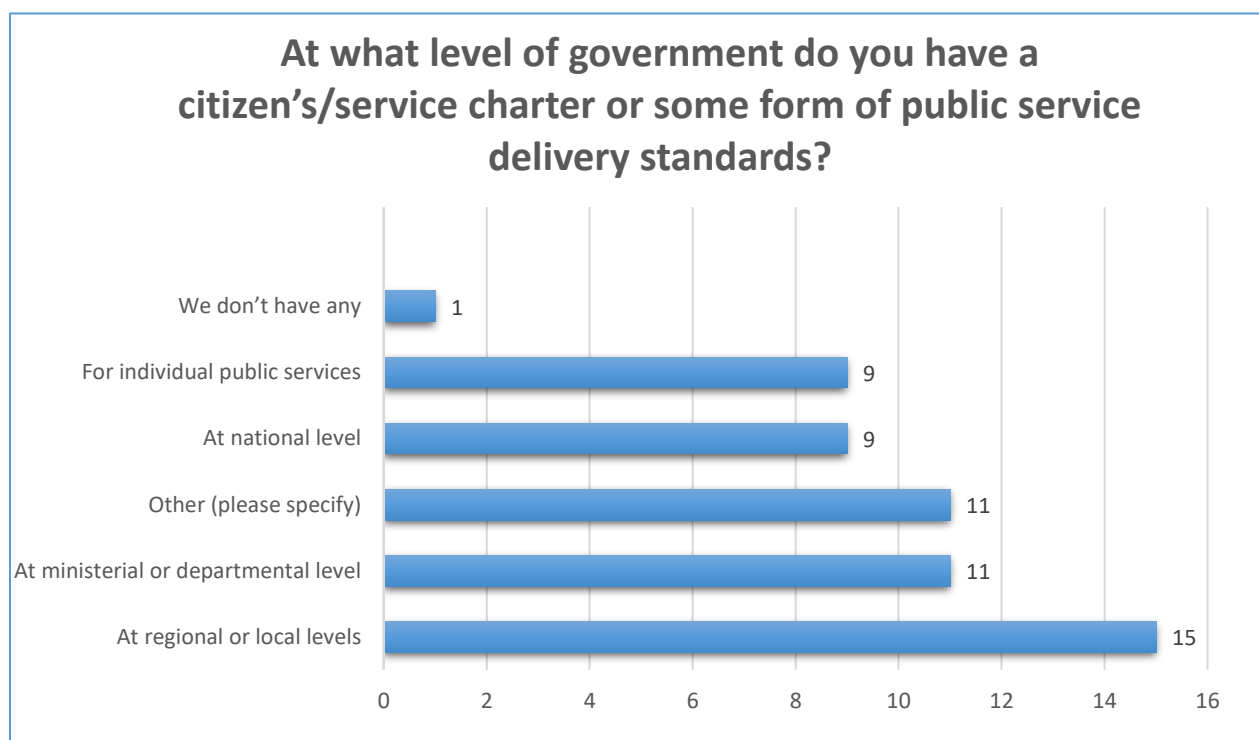
PT: For the purposes of this questionnaire, we are taking into account the Charter of Principles of the SIMPLEX + Programme, which is the national flagship initiative in the area of modernization and administrative simplification of the Public Administration. This Charter recognizes the right of citizens and businesses to simpler, more efficient and faster public services and is based on 8 key principles:

- Resolve and monitor all matters related to the public administration at a single point of contact;
- Access public services without the need for major travels (online or at physical one-stop-shops);

- Get documents in a single click;
- Give information to the State only once;

AT: In Austria, several specific charters have been implemented, e.g. Charter of the Ministry of Finance, Charters of district authorities, Charters of service providers of railway and commercial companies. In answering the questionnaire, we refer to these charters.

At what level of government do you have a citizen's/service charter or some form of public service delivery standards?



Most reporting administrations reported that regional or local governments tended to use citizens' charters, followed by ministerial or departmental level, national level. The experience varies significantly between countries for example, there are some administrations in which every level of government has a citizens' charter. In addition, some respondents do not have any levels or state different ones which are specific for their public service delivery standards.

BE: There is ministerial, regional, provincial and local charter in Belgium.

FI: The previous initiative (1990s -) the scope of the charters varied from individual service to a charter of a certain agency or a municipality. In the current, on-going initiative, the charters are to be given on individual public services level (the most significant service processes of the state agencies).

HU: The above mentioned capital and county government offices are territorial level state administrative organs of the government. They operate in every 19 county and 1 in Budapest capital city.

MT: 10 departmental standards are applicable to all organisations offering a service to customers across the public service. Public service.

NO: The Central Government Communication Policy encompasses the central objectives and principles for the government's communication with citizens, businesses, non-governmental organizations and other public agencies.

PL: The implementation of standards and the creation of service centres occurred just before the fundamental reform of National Revenue Administration (KAS). However, the "Standards regarding explanations and calls" were revised, accepted by the Head of KAS and distributed for use to KAS administration across the country.

What is important – at the end of 2016, as part of Operational Programme “Knowledge, Education, Development 2014-2020”, an initiative was launched (after obtaining a positive European Commission's recommendation) in the scope of the project Managing Customer Relationships by KAS, which will include: Implementation of the model of customer relationship management with the National Revenue Administration, including:

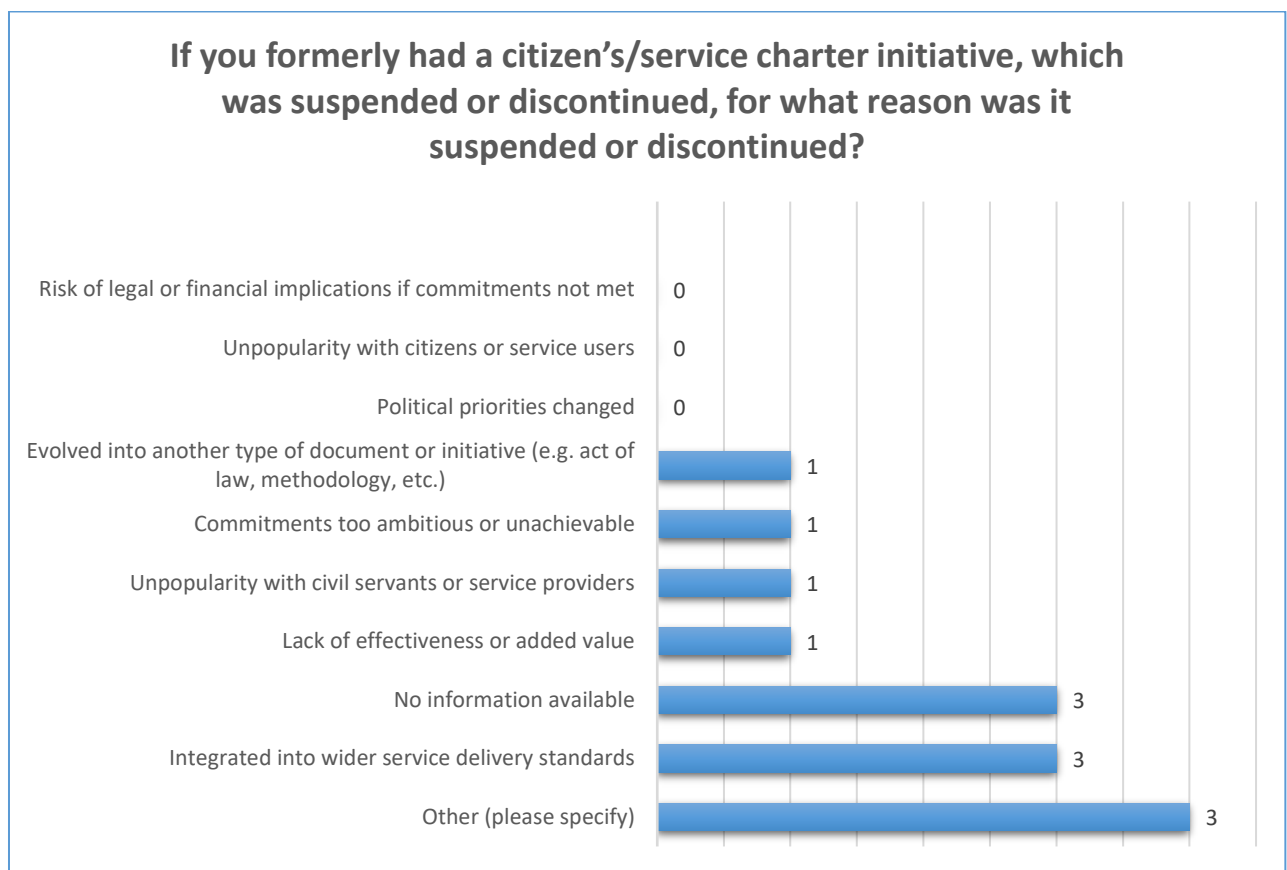
- conducting in-depth research: satisfaction, expectations and behaviour of KAS clients segments;
- elaboration of requirements and development / purchase of an IT tool (and tailoring it to the specifics of the organization) supporting research and management of customer relationships of KAS;
- developing and providing a model for managing customer relations of KAS;
- organizing and conducting specialist trainings and workshops on the implementation and application of the KAS customer relationship management model.

And then, consequently the current standards will be optimized and adapted to the new model of KAS customer relationship management.

RO: Limited data available regarding citizen's/service charter in Romanian public administration.

ES: We have citizen’s charters for public administrative bodies and units (directorates, areas, etc.)

If you formerly had a citizen’s/service charter initiative, which was suspended or discontinued, for what reason was it suspended or discontinued?



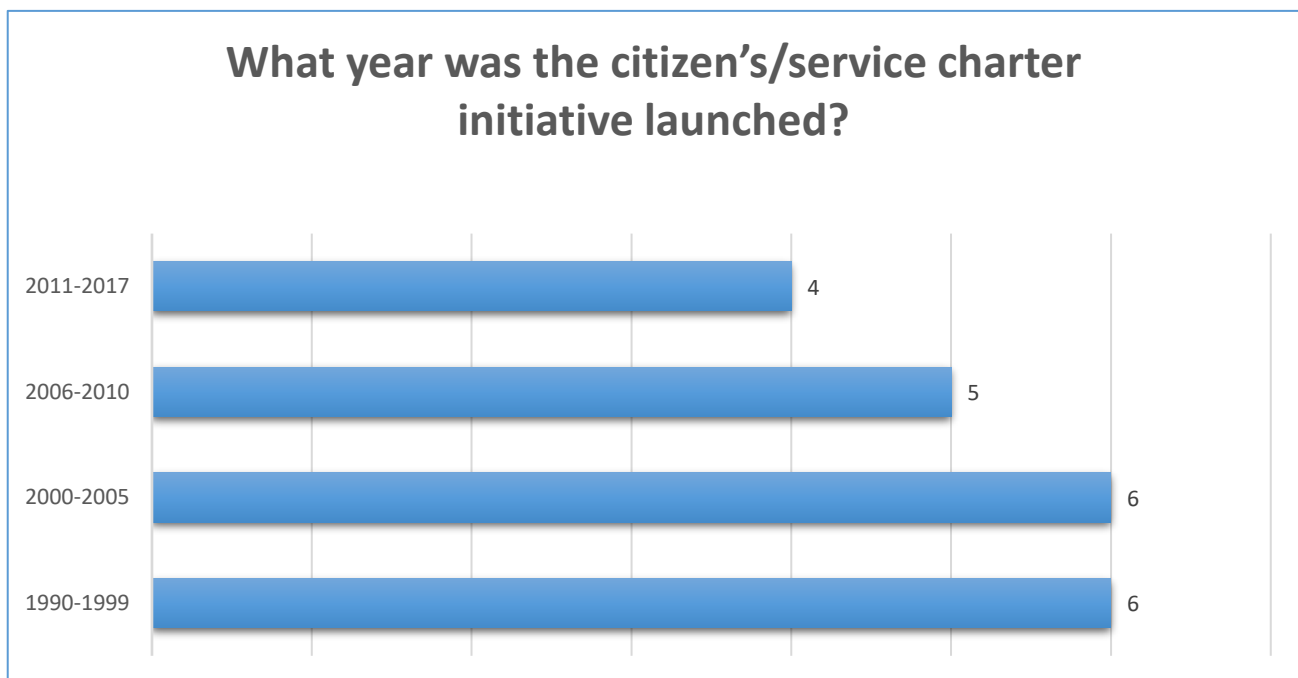
Respondents mainly specify other reasons for why it was suspended or discontinued. For example, in some countries the charter was always intended to be temporary. While for others they have integrated the charter into wider service delivery standards.

BE: The citizen’s and service charter are included in the service.

EE: We are currently using the “Principles for Managing Services and Governing Information” in force from 2017. Available in English via this link: <https://www.riigiteataja.ee/en/eli/507072017004/consolide>

FI: The previous initiative (1990s -) was from the beginning set as a temporary project to promote the tool and assist the interested service providers in drafting their own charters. The aim was at no point to create a permanent centralized charter initiative.

What year was the citizen’s/service charter initiative launched?



NO: The Central Government Communication Policy was first launched in 1993, and the last revision was in 2009.

FR: Launched in 2003, generalized in 2005, refit in 2016

LV: 2013 Public Administration Client Service Guidelines

2017 There are several non-binding guidelines developed to implement certain Regulations of the Cabinet of ministers:

- Guidelines of completion of the public service information card

- Guidelines “Development of the customer services rules in the State and Municipal Unified Customer Service Centers”
- Guidelines “Minimum requirements for customer satisfaction measurement”

Guidelines “Development of the descriptions of the services and life events”

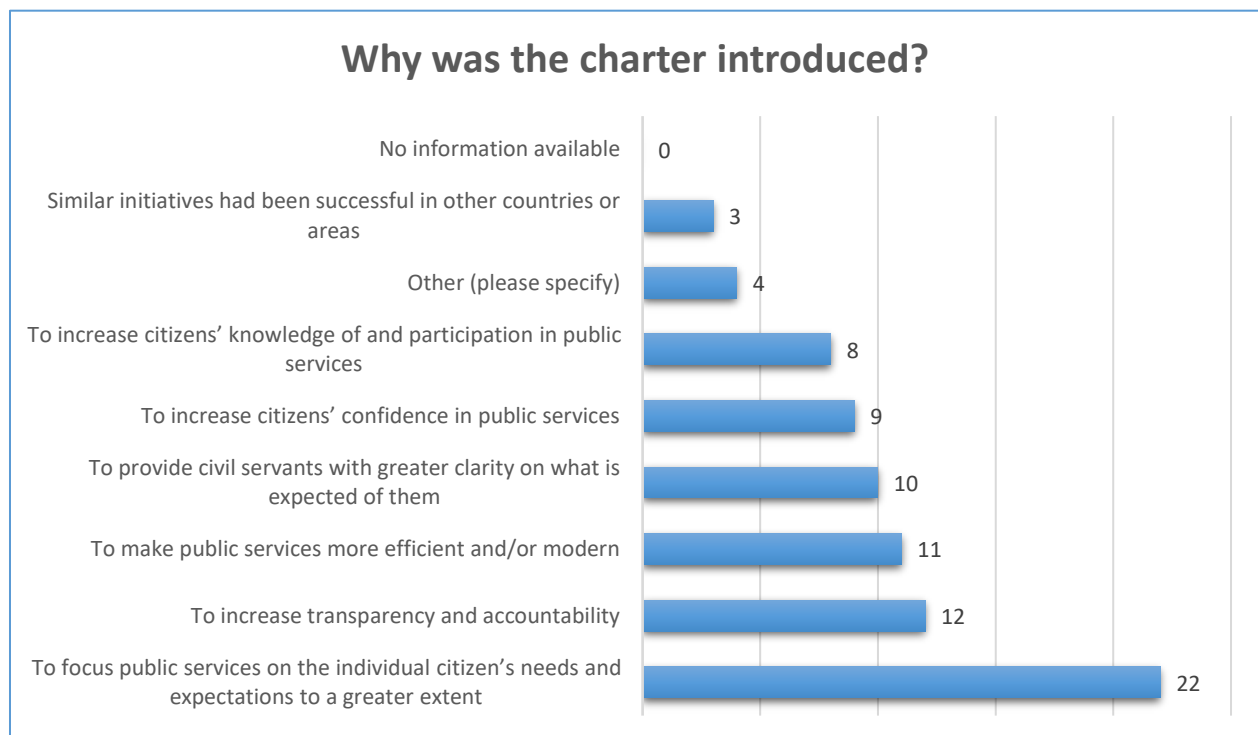
MT: Directive 4 was launched in March 2010 and a review of this Directive was performed in April 2017.

SI: 2001 - Code of Conduct for Civil Servants

2005 - “Decree on administrative operations”

2001 - Decree on the dealings of the public administration bodies with clients was annulled by Decree on administrative operations, which is defining the same standards.

Why was the charter introduced?



The most widely-held view among participants is to focus public services on the individual citizen's needs and expectations. Other popular responses covered the impact charters can have to improve the efficiency of the public sector by increasing transparency and accountability and giving civil servants greater clarity on what is expected of them. In addition, some respondents noted that citizen's knowledge about, and confidence in, public services was an important reason for the introduction of the charters.

BE: There is a ministerial note. Citizen's charter were mandatory. Counsellors were appointed to help the administration to put it in place.

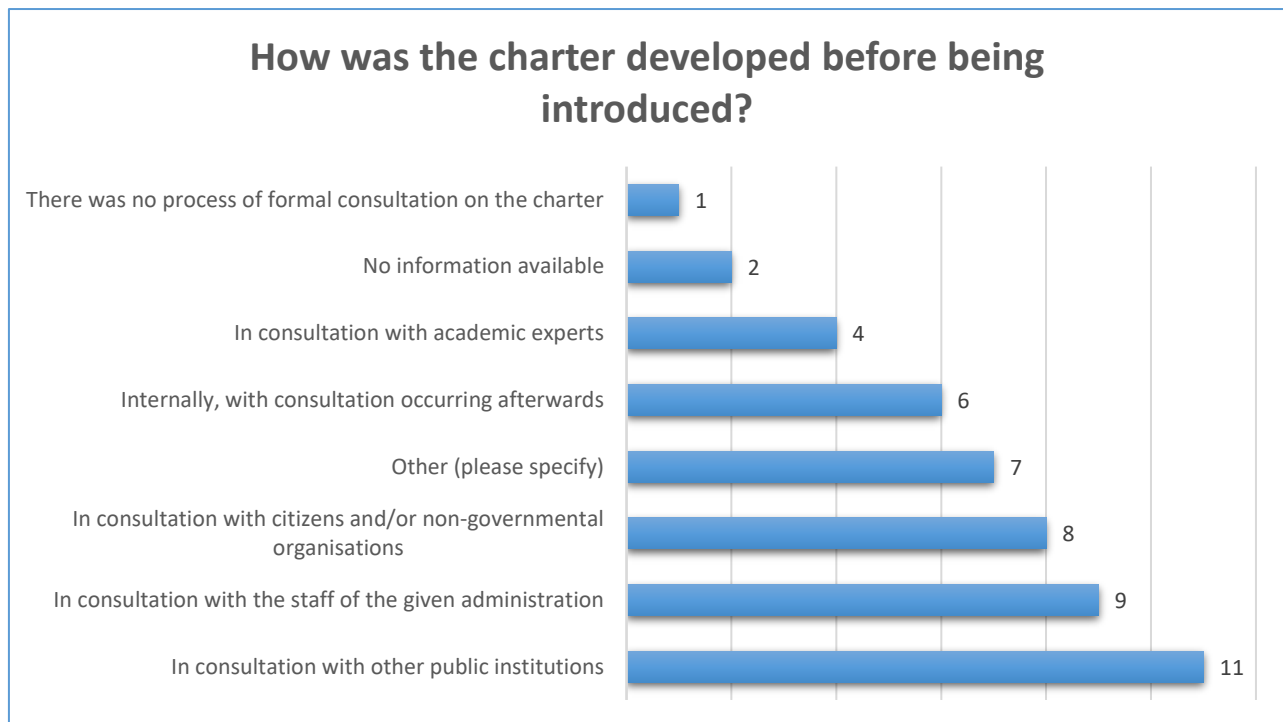
EC: Citizens legitimately expect a quality service and an administration that is open, accessible and properly run.

FI: The charter initiative is based on the current Government Programme of Finland, specifically on one of its key projects: Better leadership and implementation. Ministry of Finance is responsible for running this project, including the charter initiative.

PL: - to standardize and professionalize the services provided to the citizens by the whole tax administration in the country,

- to provide the citizens with the knowledge about the quality of services they may expect,
- to make an improvement of the office's operation, allowing it to increase the customer satisfaction,
- to provide managers with the information on the development needs of their employees,
- to make a reference point for the performance appraisal of employees working at the front office, to build trust to the government.

How was the charter developed before being introduced?



The most commonly used development method before the charter was introduced is with a consultation with other public institutions and the staff of the given administration. Some of the respondents indicate that the communication with citizens and non-governmental organizations also had an influence and other states some specifics considerations before they introduced the charter eg consulting with NGOs.

FI: The service providers have been advised to identify which of their services are most important according to their customers and introduce charters on those services. When the service in question requires cooperation with another public institution, also that organisation needs to agree with the charter set. No specific advice has been given on how this needs to be done. This is left to the organisations themselves to decide.

EL: The Ministry of Administrative Reconstruction consulted with the Greek Ombudsman as well as other Ministries.

FR: The “Marianne” charter was first set up in January 2004 in six French departments/counties and then generalized in every administration in 2005. The Marianne Charter became then the “Marianne frame of reference” and was completely renewed in 2016. The new version is the

result of a co-construction work that mobilized for several months the historical ministerial networks (ministries, networks of researchers), networks in development (Network of Foreign Affairs and International Development) and municipalities (Besançon, Orléans). Civil servants and users panels were also associated with this refit site. In total, over a hundred people participated in the development of the new frame of reference.

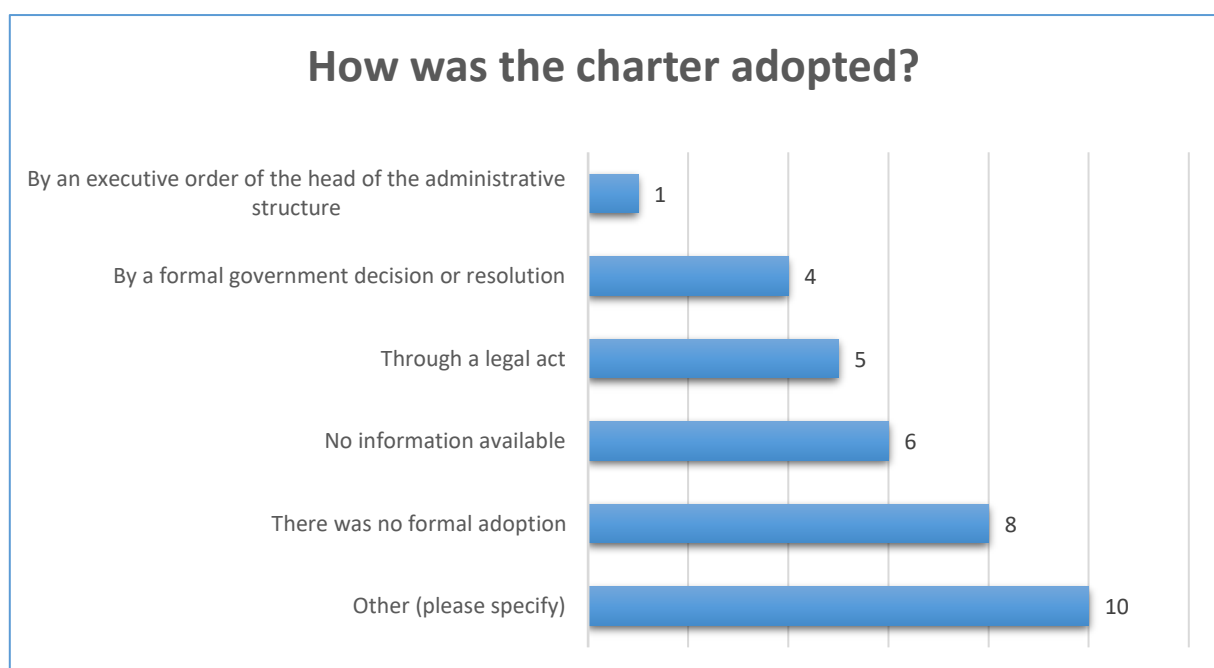
HU : The elaboration of the Service Providing Strategies of government offices was preceded by a comprehensive needs assessment of the citizens, businesses, local self-governments and NGOs [in form of questionnaires and interviews] Simultaneously evaluation was conducted also in the topics of organisational culture and service providing attitude among the staff of capital and county government offices.

LU: One source of input was the document “Seven Steps to a Citizen Charter”

MT: Internally within the structure of the People and Standards Division.

PL: Charter was developed by the working team on Direct Service Standards in Tax Administration units, under the project “Taxpayer Service and Support System”. The working team was composed of experts from the Ministry of Finance and Tax Administration units in the country. The Charter was consulted with all Tax Administration units before implementation. As part of external consultations with the client, the database of experience of tax offices participating in the project “Client in the Centre of Administration” was used.

How was the charter adopted?



Methods of adoption varied widely between responding Member States in line with the different legal systems in place. For example in many countries adoption was formal ie via a legal change or an executive order. In other countries it was adopted via more informal methods eg the charter formed part of a national action plan.

BE: Sometimes by the board of director. It is not systematic.

CZ: Government Resolution No. 508 of 10 May 2006 on the Strategy for Support of Availability and Quality of Public Services.

DK: The requirement for municipalities to make service charters was a national law. However the adoption of the specific service charters is a political decision on a municipality level.

EE: -The idea to deal with service standards derives from 2000

-The Public Services Green Paper defined the existing problems in 2013

-Cabinet decision to implement the concept of service owners was made in 2015

We adopted the legal act in 2017. Available in English via this link:
<https://www.riigiteataja.ee/en/eli/507072017004/consolide>.

FI: By an executive order of the Minister of Local Government and Public Reform. (We have two ministers at the Ministry of Finance; Minister of Finance and Minister of Local Government and Public Reform).

FR: The charter is based on a voluntary approach but was supported at its launch by the highest level (ministers for the Civil Service and Modernization of State).

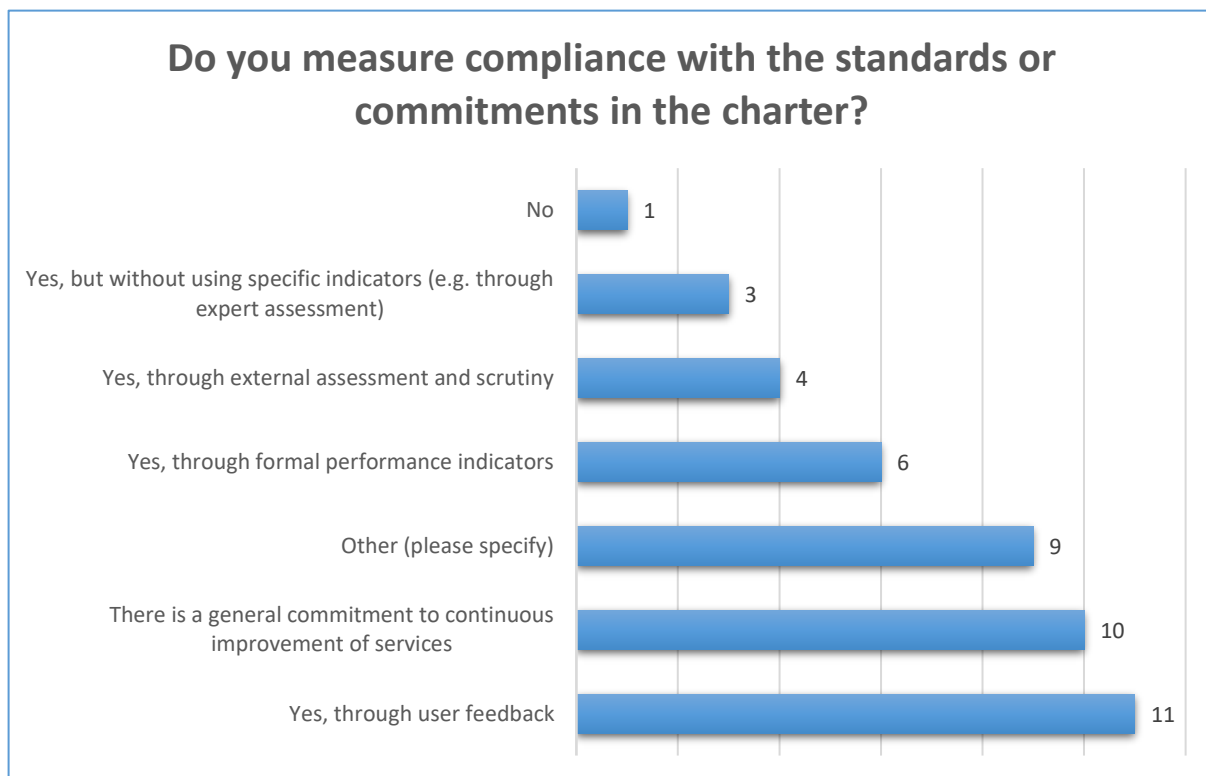
HU: The Service Providing Strategies were adopted by the government commissioners leading the capital and county government offices. Based on that also a national level Service Providing Strategy was elaborated which summarizes the main trends of the county-level strategies.

LV: 2013: A number of activities to inform public administration institutions on the Public Administration Client Service Guidelines were carried out, as well as implementation activities in the form of explanatory and educational events (seminars etc.) led by the Public Administration School.

LU: The Charter was included in the National Action Plan on Administrative Reforms 2010-2014, which had been approved by the Government in Council on 28 May 2010.

PL: Undersecretary of State responsible for tax administration in Ministry of Finance signed and accepted the document.

Do you measure compliance with the standards or commitments in the charter?



Most respondents measure compliance with the standards or commitments in the charter through user feedback or a general commitment to help improvement of services. Some member states specify external ways to improve their services such as formal performance indicators or assessments and scrutiny.

BE: We make a lot of customer survey for the food security, the social security.

EC: Citizens may lodge complaints concerning a possible breach of the principles set out in the Code.

FR: An external evaluator organization assesses 11 commitments of the Marianne Frame of Reference which are measurable by the mystery survey method. The investigator proceeds anonymously as an ordinary user and bases his assessment on factual elements to measure the

compliance - or the gap - between the level of requirement prescribed by the standard and the reality of sites.

LV: 2013: Public Administration Client Service Guidelines – annual horizontal client satisfaction survey and client satisfaction surveys at the institutions’ level.

2017: Set of guidelines were developed with the aim to facilitate the implementations of certain Regulations of the Cabinet of ministers, to help institutions to implement the Regulations in the understandable and common way and form.

MT: Quality assessments conducted by staff of Quality and Standards Directorate and the mystery shopper exercise.

NO: If needed, this themes are discussed in the dialog between ministry and enterprises/agencies, and sometimes also “regulated” in the yearly letter of allocation.

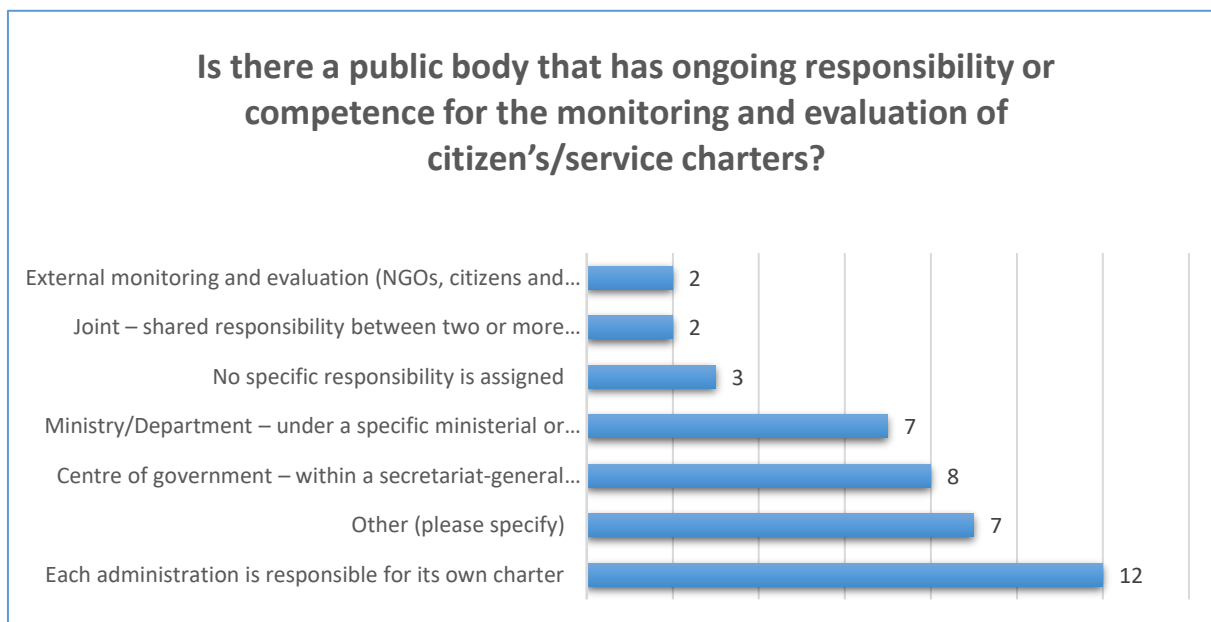
Most state enterprises/agencies also conducts different kinds of surveys and dialog with their users and inhabitants. Every second year, The Agency for Public Management and eGovernment conducts a comprehensive survey among users and inhabitants. Different standards of the charter/public service delivery standards are measured in the survey, and the results are published and delivered as open data.

PL: The monitoring is lead at three levels – central (Ministry of Finance), regional and local in the tax administration. The tools and methods available: customer satisfaction surveys; “mystery client”; additional quantitative and qualitative customer surveys; analyses of “hard indicators” as complaints, negative opinions and feedback; analyses of timelines of service delivery; performance appraisal. The cyclical satisfaction survey in the tax offices, and the survey of the application of standards in units – are prepared.

ES: Each citizen’s charter must contains the indicators related to the commitments declared.

SI: Compliance with Decree on administrative operations is supervised by a special body (Public Sector Inspectorate)

Is there a public body that has ongoing responsibility or competence for the monitoring and evaluation of citizen's/service charters?



Most respondents answered that each administration is responsible for monitoring the implementation of its own charter, this could also involve different responsibilities and specifics for each of them. In line with this, many respondents answered that central government and ministries/departments are responsible for monitoring and evaluating their own charters. Certain cases fall outside of this generalization for example in some Member States the Prime Minister's office has a key role in monitoring the charters while in others it is decentralized to the local level.

EC: Complaints can also be lodged with the European Ombudsman.

FI: The Ministry of Finance is responsible for the general follow up on introducing the charters. Each ministry is responsible for implementing the initiative in its administrative field and each organization for their own charters. Monitoring and evaluation practices are agreed on the normal performance management process between the ministry and the organization in question.

HU: The monitoring is conducted by the Prime Minister’s Office. PMO is the centre of government in Hungary and public administration development is one of its professional responsibilities.

MT: The application of ten departmental standards is monitored by the Quality and Standards Directorate within the People and Standards Division.

PL: As mentioned above, for the tax administration there are three levels involved:

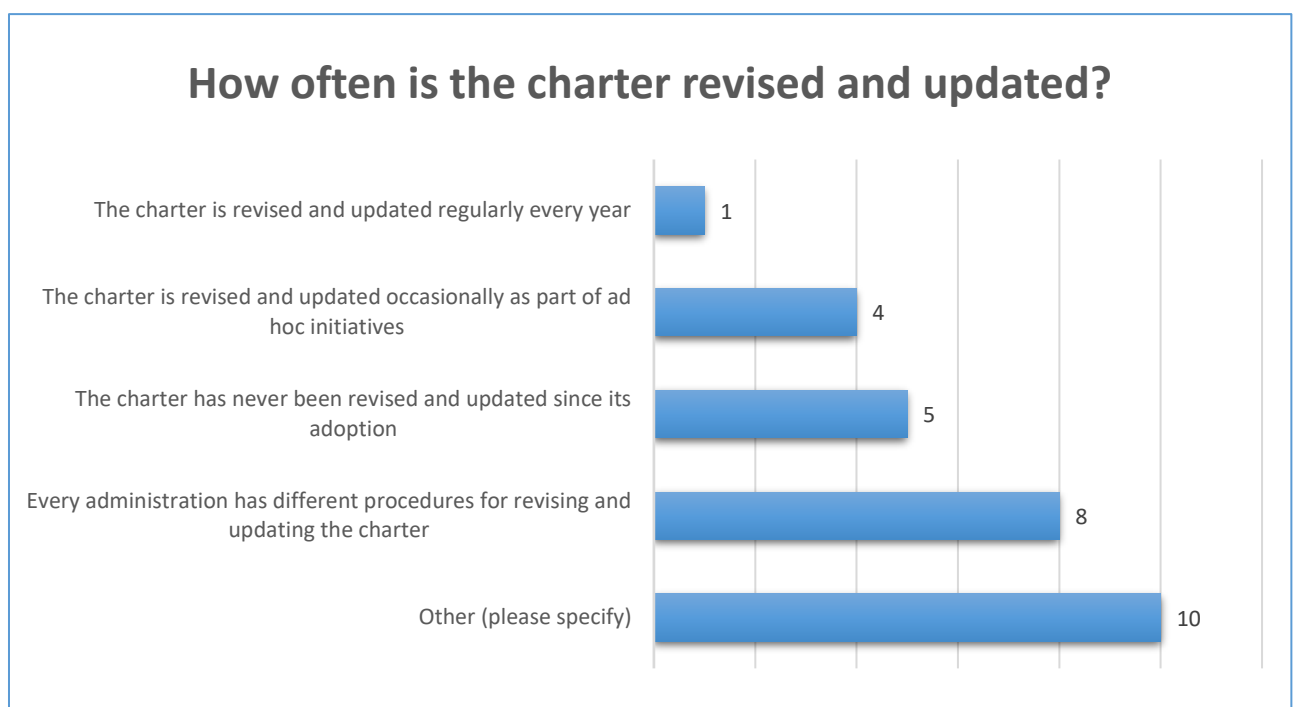
- Ministry of Finance (central level);
- 16 revenue administration regional offices (regional level),

400 tax offices (local level),

SI: Compliance with Decree on administrative operations is supervised by a special body (Public Sector Inspectorate)

SE: The Swedish Association of Local Authorities and Regions (“Sveriges kommuner och landsting”) is monitoring the compliance of the Health Care Guarantee.

How often is the charter revised and updated?



The majority of respondents state specific of how often the charter is revised and updated in their countries as they use different procedures or are on its way to develop their own for example the period of review can vary between every 2 years and every 10 years. However, some respondents use the method of revising and updating the charter as the administration is responsible for that. In addition, other has never revised and updated the charter since its adoption.

BE: For the food security and the social security every 2 years.

FI: This is a new initiative; we are just in the middle of the first follow up procedure. It is too early to say how we will go about this in the future.

EE: It is a new legal act from 2017 thus it has never been revised.

FR: As previously said, the Marianne Frame of Reference was refit in 2016, after more than 10 years of existence.

LV: 2017: Will be revised in case of changes in the legal acts.

MT: Directive 4 was launched in March 2010 and a review of this Directive was performed in April 2017

NO: The *Central Government Communication Policy* was first launched in 1993, and the last revision was in 2009.

PL: The implementation of standards and the creation of service centres occurred just before the fundamental reform of National Revenue Administration (KAS). However, the "Standards regarding explanations and calls" were revised, accepted by the Head of KAS and distributed for use to KAS administration across the country.

What is important – at the end of 2016, as part of Operational Programme “Knowledge, Education, Development 2014-2020”, an initiative was launched (after obtaining a positive European Commission’s recommendation) in the scope of the project Managing Customer Relationships by KAS, which will include: Implementation of the model of customer relationship management with the National Revenue Administration, including:

conducting in-depth research: satisfaction, expectations and behaviour of KAS clients segments;

elaboration of requirements and development / purchase of an IT tool (and tailoring it to the specifics of the organization) supporting research and management of customer relationships of KAS;

- developing and providing a model for managing customer relations of KAS;

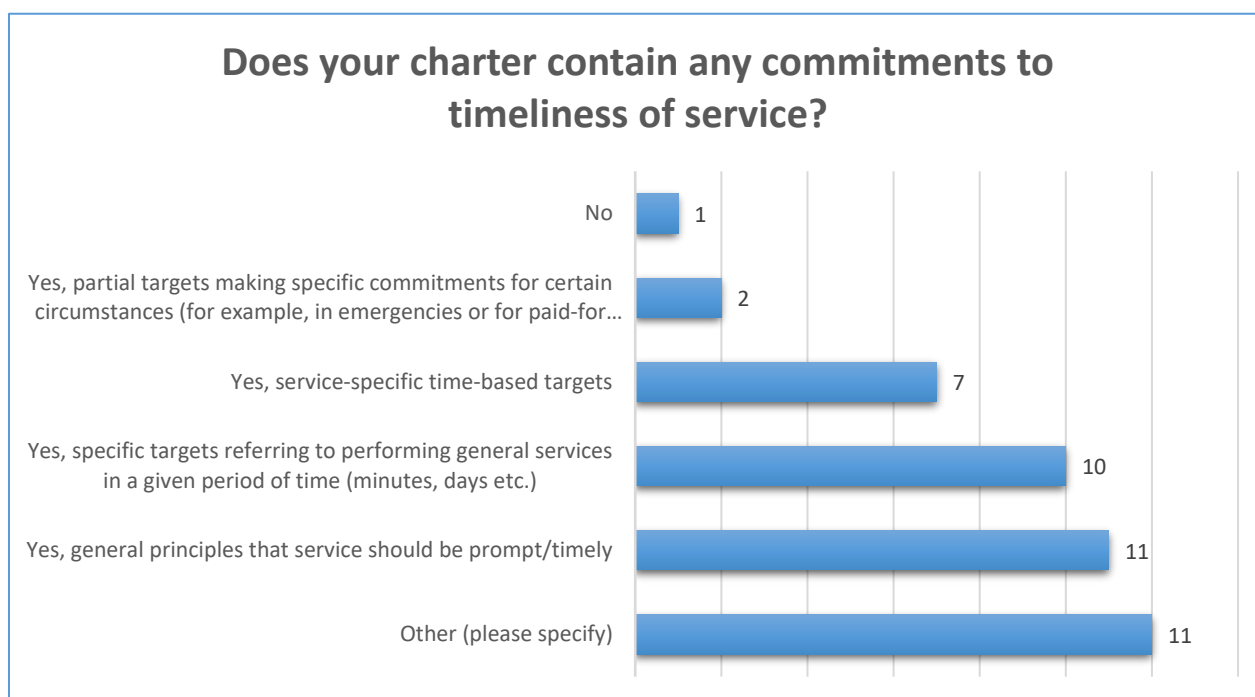
- organizing and conducting specialist trainings and workshops on the implementation and application of the KAS customer relationship management model.

And then, consequently the current standards will be optimized and adapted to the new model of KAS customer relationship management.

ES: At central level there it is established that citizen's charters must be updating at least once every three years.

RO: Data not available.

Does your charter contain any commitments to timeliness of service?



Respondents indicated that their charter contains various kinds of commitments to timeliness of service. However, they are not similar for all of them as some member states has some specifics to timeliness of service and everything depends on the particular service governed by the charter and what the target has been set. For example some administrations have maximum waiting times (betwee 5 and 15 working days) while others commit to making their best effort to respond to queries as quickly as possible.

BE: We must respond to the questions of the citizen in the 5 open days.

DK: The specific content of service charters varies from municipality to municipality. The answers are based on Copenhagen municipality's service charter for elderly.

EC: A reply to letters addressed to the Commission should be sent within 15 working days.

FI: In the charter initiative it is said that charters need to include service-specific time-based targets but it depends on the service what the target is, no general targets are set.

FR: Commitment n ° 7: We respond clearly and accurately to your requests and your claims, within a maximum of one week by email, two weeks by mail.
Commitment n ° 8: We answer all your calls while minimizing your waiting time.

LV: Concerns the guidelines "Public Administration Client Service Guidelines" and "Development of the customer services rules in the State and Municipal Unified Customer Service Centres".

LU: The Charter consists in a general framework including 6 pillars. Within these 6 pillars, every administration gives itself specific engagements, which could include specific targets referring to performing general services in a given period of time, service-specific time-based targets and/or partial targets making specific commitments for certain circumstances.

MT: The above answers are given in the context of the 10 Departmental Standards and Directive 4.

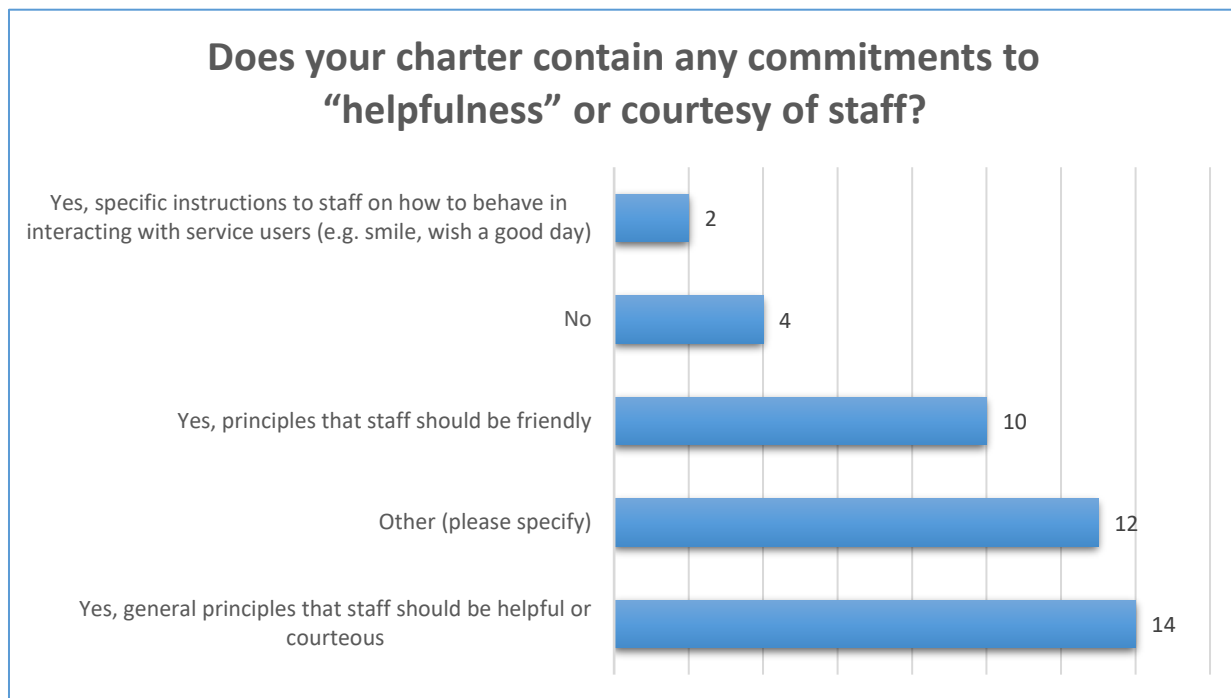
NO: One of the principles in the Communication Policy:

"Active: The government shall actively and in due time inform about rights, obligations and opportunities"

RO: Data not available.

SI: In accordance with Decree on administrative operations administrative public bodies shall answer the questions within 15 working days, deadline could be extended with notification. Timelines for certain services are generally specified in General Administrative Procedure Act and specified in each law that regulates specific procedures.

Does your charter contain any commitments to “helpfulness” or courtesy of staff?



Most of the respondents report that “helpfulness” or courtesy of the staff is indeed included in their charter. For a small minority this includes specific instructions on the phrases staff should use and their behavior towards clients. For a larger minority there is no such ‘helpfulness’ commitment in the charter.

BE: It is included in the evaluation cycle of the employees.

EE: We have set general principles regarding good governance in the aforementioned legal act.

FI: Good service principles as such are basic requirements for the customer service, rooting from the Administrative Procedure Act (368/2014). The objective of this Act is to implement and promote good administration and protection under the law in administrative matters. A further objective of the Act is to promote the quality and performance of administrative services. The Act Service principle and appropriateness of services. However, if the organisation sees that it is important to include something about service orientation of the staff into the charter they are free to do so. This depends on service in question. The idea is, that

charters add to basic requirements of the Act when needed. E.g. when the Act states that “A matter shall be considered without undue delay. Upon the request of a party, the authority shall inform the party about the estimated date of issue of a decision and respond to queries about the progress of consideration.” – the charter will include the information of the estimated date. The same principle applies for all the following answers 13-19.

FR: Commitment n ° 4: We welcome you with courtesy in mutual respect, we inform you of your waiting time, and we ensure your comfort.

LV: Concerns the guidelines “Public Administration Client Service Guidelines” and “Development of the customer services rules in the State and Municipal Unified Customer Service Centres”.

LU: Same as question 11 with the option that specific engagements, which can change from one administration to another, could include specific instructions to staff on how to behave in interacting with service users.

MT: The above answers are given in the context of the 10 departmental standards and Directive 4.

NO: One of the premises for reaching the objectives, are that the Government must show respect and accommodating attitudes in its communication activities.

PL: The document contains also a part dedicated to “Internal rules in direct communication with the citizen”, including:

- requirements on substantive knowledge regarding issues being a subject of the communication with the citizen,
- requirements on the knowledge and skills in communication with the citizens,

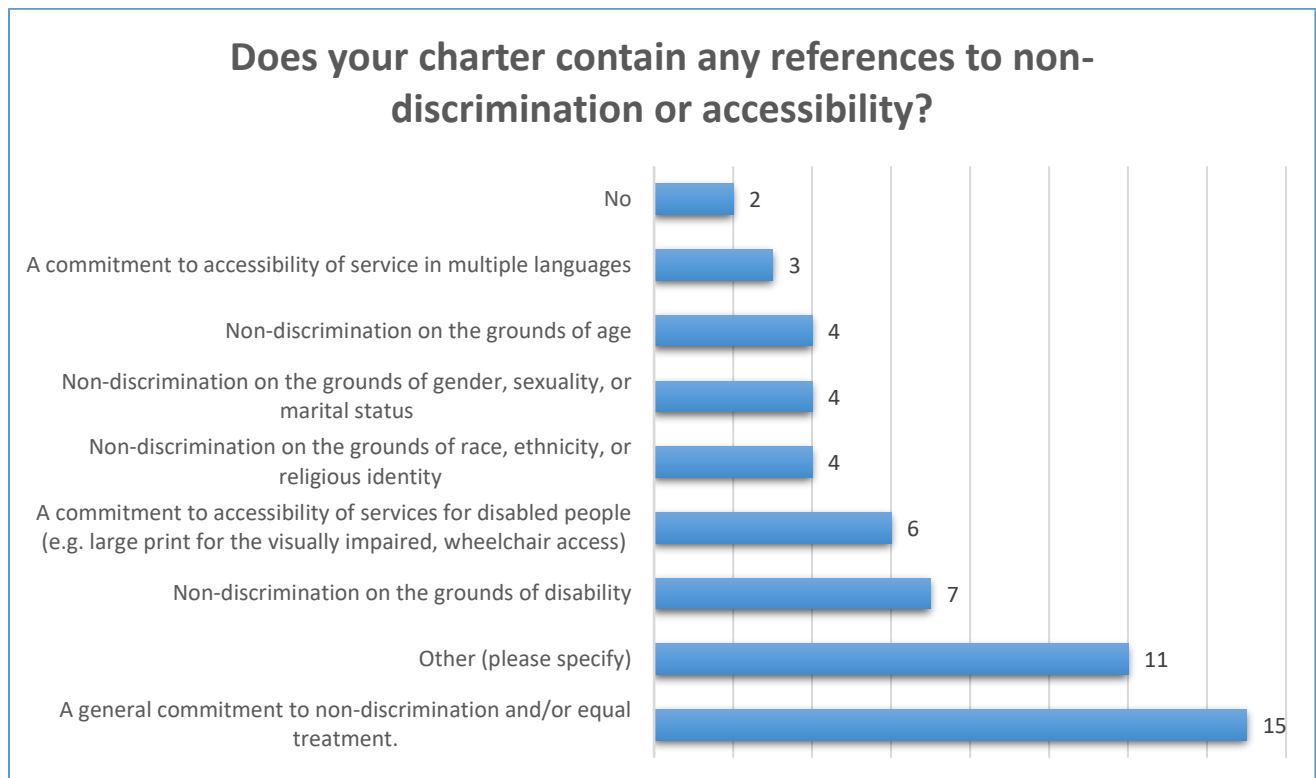
guidelines regarding attitude and approach (e.g. citizen orientation, personal engagement, sympathy and kindness, empathy, dress code, taking care of civil service ethos and image)

SI: Those general principles are also stated in General Administrative Procedure Act.

ES: General Principles are included in the guidelines, but also if one citizen’s charter is related to services delivery in front of citizens it can contains some specific commitments about helpfulness or courtesy of staff.

SE: The local and regional service guarantees might contain such commitments.

Does your charter contain any references to non-discrimination or accessibility?



Majority of the respondents indicated non-discrimination and/or equal treatment as a general commitment. In some cases there are specific charters on non-discrimination for example in one country a written version of this hangs in the wall of the administration. In others the commitment is more general and forms a part of generic good service principles. In a small number of countries explicit reference to non-discrimination or accessibility is not necessary in the charters as it is already guaranteed by national-level legislation.

BE: We have charter on non discrimination. There are hanging on the wall of the administration.

FI: This also falls under the category of good service principles and there is also specific legislation on non-discrimination.

FR: Commitment n ° 5: We facilitate access to procedures for people with disabilities
 Commitment n ° 6 : We welcome people in difficulty.

EL: In 2007 the Ministry of Administrative Reconstruction issued a charter specifically for disabled people.

LV: Concerns the guidelines “Development of the customer services rules in the State and Municipal Unified Customer Service Centres”

MT: The above answers are given in the context of the 10 departmental standards and Directive 4.

NO: Two principles in the Communication Policy:

- **“Reaching all:** The government shall see to it that relevant information reaches everyone concerned. The **reaching-all principle** means that the government shall include all concerned citizens and groups in its information activities. The government shall accommodate its information and communication to the target groups.” ... ”It must be taken into consideration that people have different needs and qualifications for receiving government information; based on language, culture, abilities, functional ability, lack of competence or access to digital channels. Hence, the government must formulate its information to make it easy to understand for the recipients in the different target groups, and make use of the channels and methods that are the most effective in reaching the different groups of people. This should be the case even if it would require special efforts. The latter is especially important for information concerning obligations and rights. The communication work shall be based on prevailing regulations and norms for universal design.”
- **“Active:** The government shall actively and in due time inform about rights, obligations and opportunities”

In the elaboration of policy in selected areas, the Communication Policy also says that: “Electronic communication is to be the primary channel for the dialogue between the citizens and public agencies. It should be based on current requirements for document formats and universal design. The government must see to it that citizens who are not able to make use of digital channels, do get corresponding information and an opportunity to participate through other, suitable channels. It is important to take into account demands and considerations for personal privacy and information security for all electronic services. Coordination across agency borders and administration levels is a prerequisite for the creation of good and comprehensive electronic solutions for the citizens. Government agencies should have a high level of service and a satisfactory response time for electronic inquiries.”

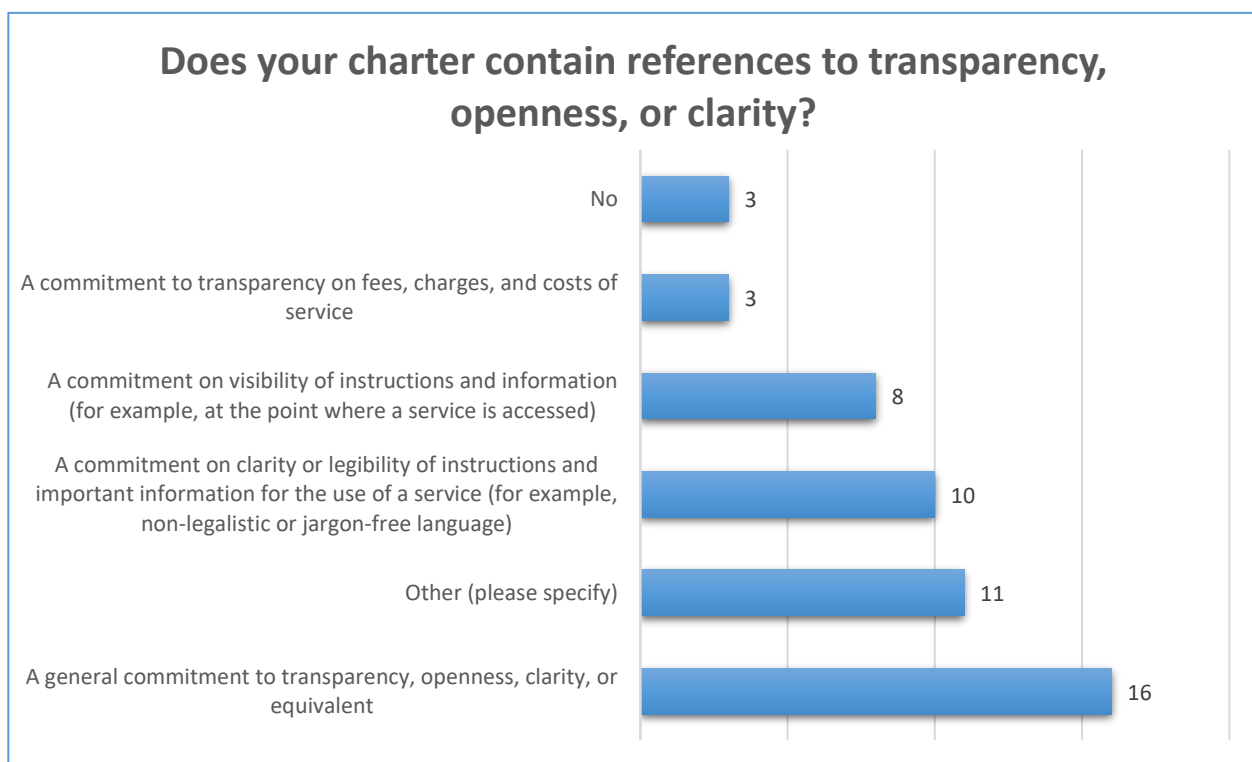
PL: Provides also procedures for the citizens digitally divided (or in danger of it). Provides also standards on the service priority for pregnant women, parents with small children, elderly people and citizens with disabilities. General references to non-discrimination policy are stipulated in the legal acts, including the Constitution of Poland.

RO: Data not available.

ES: Non-discrimination or accessibility as general commitments are described in the guidelines and in central regulation.

SE: These are in general legal requirements and are therefore implied in most situations without having to be specified in the charters.

Does your charter contain references to transparency, openness, or clarity?



Quite a lot of the respondents highlighted that their charters include a commitment to transparency, openness, clarity, or the equivalent. Others specify commitments to clarity or legibility of instructions and information for the use of a public service. There are also other specific cases which include for example the clear visibility of officials' identity documents when they are performing their duties.

BE: We are going to inform the public about the prices of our services (pharmacy agency, social security).

FI: This also falls under the category of good service principles. In this case it should also be mentioned that the State Secretaries of the ministries have signed the common principles of open government.

FR: Commitment n ° 1: We bring you the essential information to carry out your steps and we make sure to update them on all media.

Commitment n ° 3: We direct you to the right service or to the good administration and we help you to carry out your steps.

EC: According to Regulation (EC) no 1049/2001 public has access to all Commission documents.

LV: Concerns the guidelines “Development of the customer services rules in the State and Municipal Unified Customer Service Centres”

MT: The above answers are given in the context of the 10 departmental standards and Directive 4.

NO: “Plain Language in Norway’s Civil Service” was a joint project involving the Ministry of Government Administration, Reform and Church Affairs (FAD), the Agency for Public Management and e-Government (Difi) and the Language Council of Norway. The project aimed to stimulate public agencies to adopt good, user-friendly language. The five year project was formally launched in March 2009 and ended 31.12.2012. Many of the activities in the project are now carried out by Difi and The Language Council in a more permanent cooperation. Please see this link for more information about the activities in the project and evaluation report (2013): <http://www.sprakradet.no/Klarsprak/om-klarsprak/om-oss/Plain-language-in-Norways-Civil-Service/>

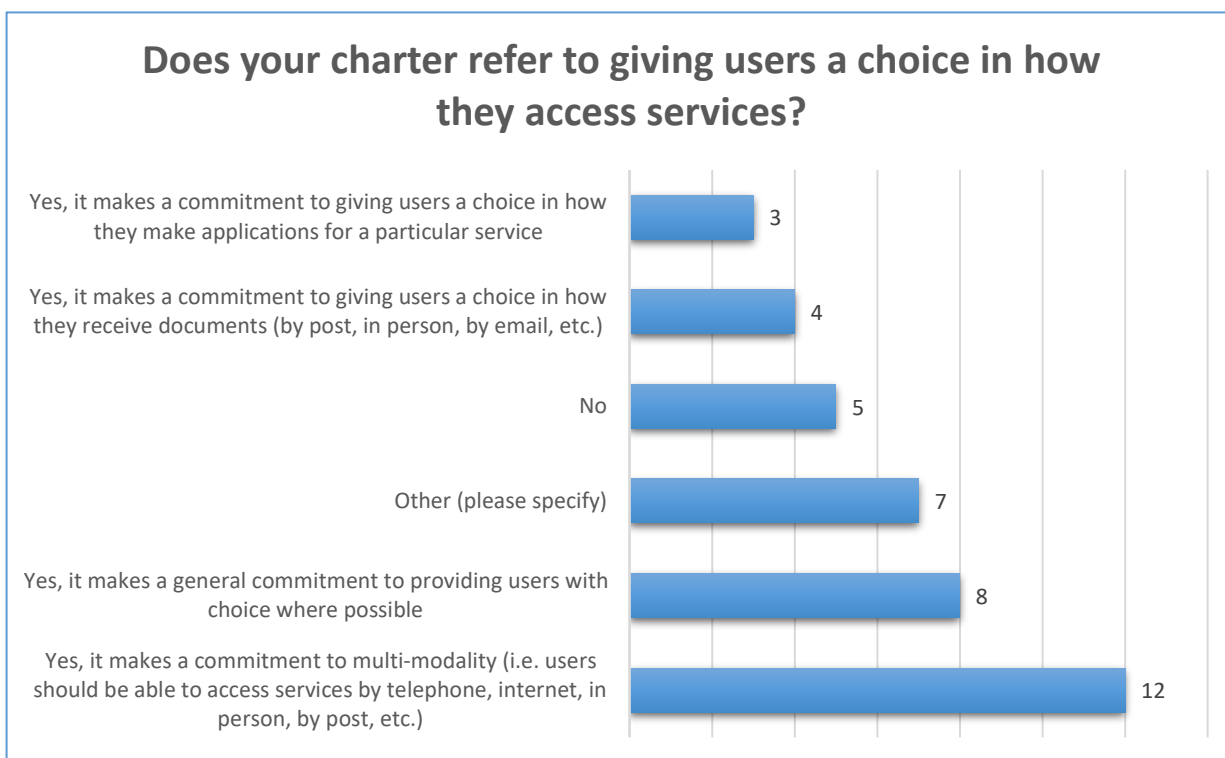
PL: Visibility and clarity of employee’s badges.

RO: Data not available.

ES: Transparency, openness, or clarity as general commitments are described in the guidelines and in central regulation.

SE: This is also a legal requirement. But the local and regional service guarantees and charters might contain commitments to provide specific forms of information.

Does your charter refer to giving users a choice in how they access services?



The most widely-held position among respondents is that the charters commit to multi-modality and to provide for a choice over how to access services. A few of the participants give users a choice in how they receive documents. Some respondents have said that they do not currently give users a choice in how they access services.

FI: This also falls under the category of good service principles.

FR: The several ways to access the public services are developed transversally throughout the frame of reference: for several main commitments, there are sub-commitments depending of the way of access.

LV: Public Administration Client Service Guidelines. Other: choice is stipulated in the legal acts.

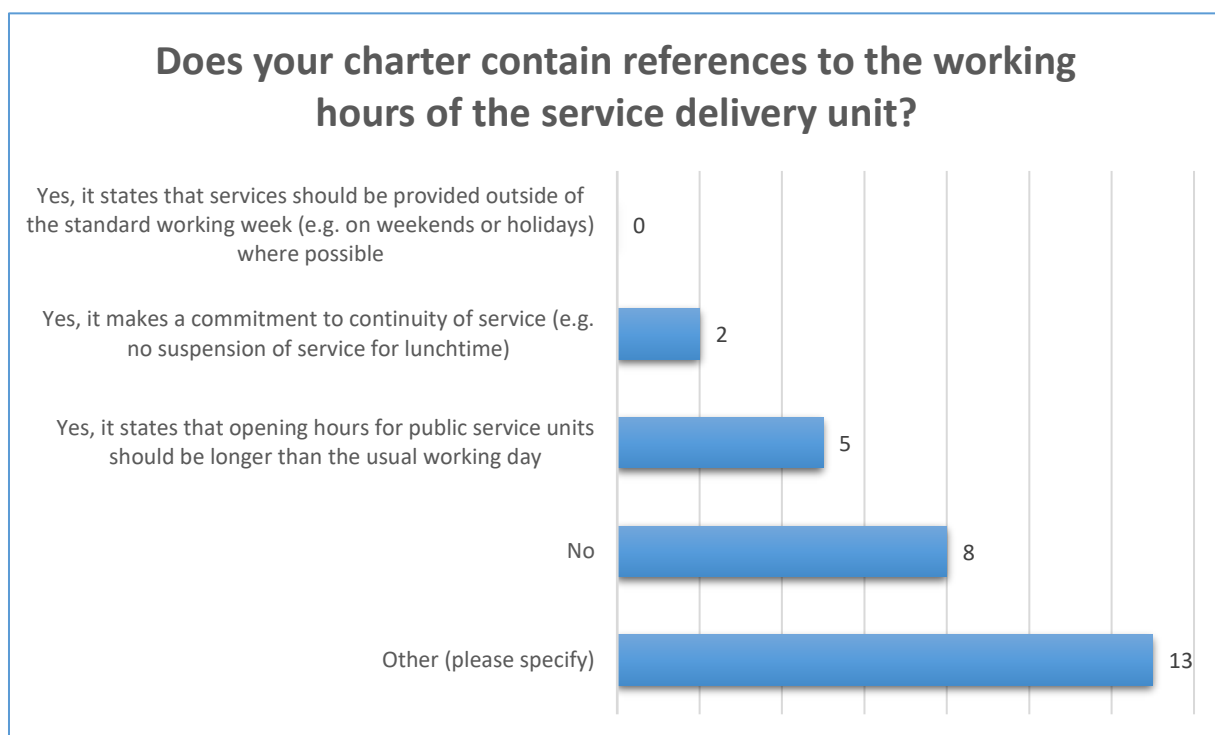
MT: The above answers are given in the context of the 10 departmental standards and Directive 4 and in a generalist manner.

RO: Data not available.

SI: Our procedural laws generally do not state only one access to service for physical persons, so it has been never raised as a problematic issue.

SE: The local and regional service guarantees might contain such commitments.

Does your charter contain references to the working hours of the service delivery unit?



Respondents have said that charters mainly do not contain references to the working hours of the service delivery unit. However, do specify their own hours and where they are published. A small number of respondents state that opening hours for public service units is longer than the usual working day.

EE: Working hours must be published on the website.

FR: No reference to the working hours, however it states that information like open, peak and off-peak hours and times must be available for users.

EL: Yes, there is specific reference to the operating hours of the public service units for citizens, lawyers etc.

HU: The Service Providing Strategies are containing the general commitment of government offices to provide better information for citizens and other stakeholders about the opening hours and location of government offices and their organizational units.

IT: There is a general commitment to provide with accessibility to services according to the needs of customers.

LV: Concerns the guidelines “Public Administration Client Service Guidelines” and “Development of the customer services rules in the State and Municipal Unified Customer Service Centres”. Establishes that institutions need to ensure the convenient time for clients according the requirements of legal acts.

LU: The Charter contains a pillar which refers to “accessibility” in a general way

MT: The above answers are given in the context of the 10 departmental standards and Directive 4.

NO: The Communication Policy says that (page 15): “Electronic communication is to be the primary channel for the dialogue between the citizens and public agencies. It should be based on current requirements for document formats and universal design. The government must see to it that citizens who are not able to make use of digital channels, do get corresponding information and an opportunity to participate through other, suitable channels.”

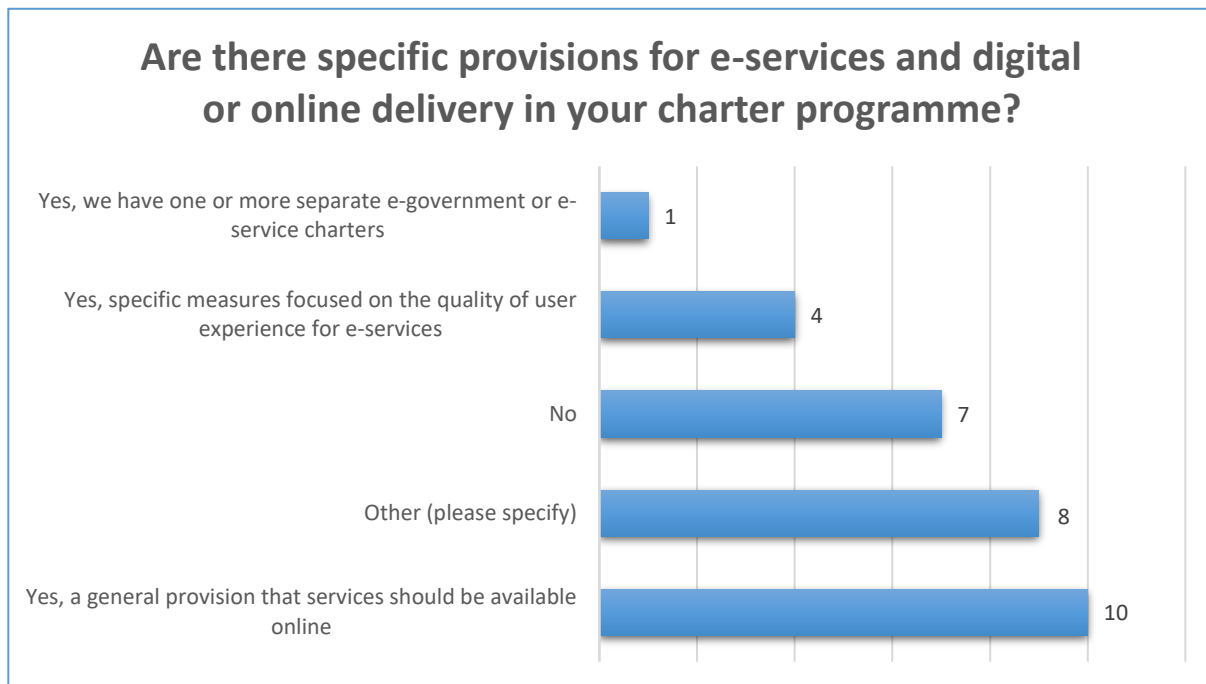
RO: Data not available.

SI: Working hours are defined by Decree on administrative operations, service is provided continuously, on at least one day longer than usual working day, even without suspension of service for lunchtime, unless this is objectively impossible.

SE: A minimum working hour of service delivery is specified by law. But the local and regional service guarantees might contain further commitments.

AT: The answer to Q16 applies to the Charters of environmental associations (Umweltverbände der Gemeinden) only.

Are there specific provisions for e-services and digital or online delivery in your charter programme?



A majority of participants state that there are some specific provisions which should be available online. Others state the specifics for that and who is responsible for e-service and digital/online delivery. However, some of the participants do not use specific provisions.

EE: Estonia is moving towards providing more services via electronic channels. As well as providing seamless services based on life and business events.

FR: Commitment n ° 2: We facilitate the use of online services and the realization of your steps online.

HU: The decision about providing e-services and digital/online delivery is responsibility of the central government.

LV: Guidelines of completion of the public service information card, Guidelines “Development of the descriptions of the services and life events”. Developed to implement Regulations of Cabinet of Ministers regards to the Public Administration Services Portal.

MT: The above answers are given in the context of the 10 departmental standards and Directive 4.

NO: See page 15: “Electronic communication is to be the primary channel for the dialogue between the citizens and public agencies. It should be based on current requirements for document formats and universal design. The government must see to it that citizens who are not able to make use of digital channels, do get corresponding information and an opportunity to participate through other, suitable channels.”

PL: Charter provide also standards for so called Bulletin of Public Information (BIP – kind of obligatory office website), which shall include among others:

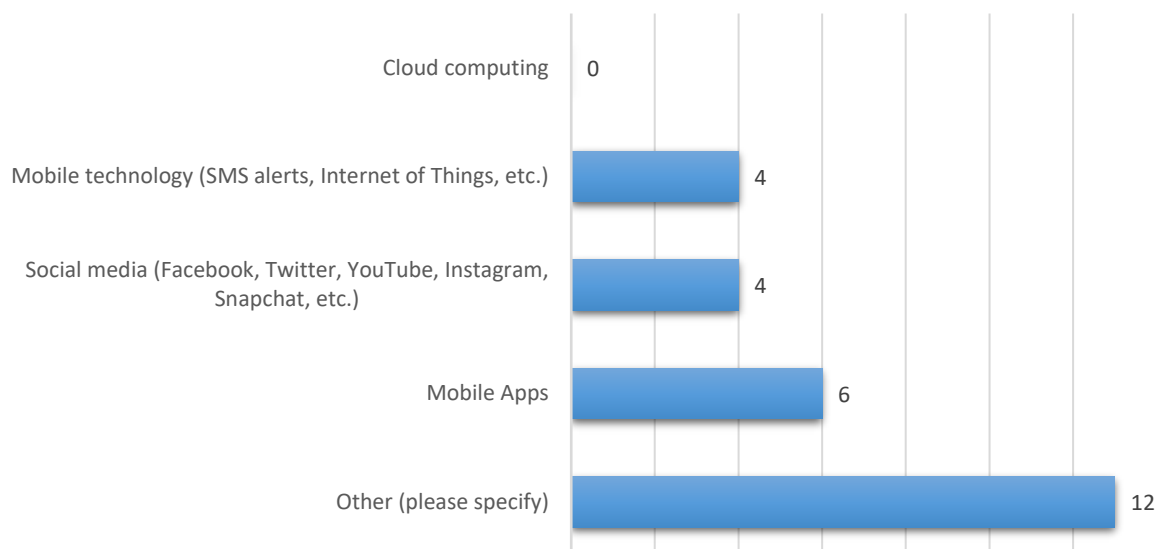
- a list of most popular services accompanied by the services charts (procedure, steps, documents needed, normative acts),
- information brochures, folders,
- documents do be filled in with examples,
- contact email and obligation for regular checks of an email box.

The Charter also provides a declaration about informing, promoting and educating citizens about e-services.

RO: Data not available.

Are there specific references in your charter relating to using social media, mobile technology, apps, or other types of innovative service delivery communication channels?

Are there specific references in your charter relating to using social media, mobile technology, apps, or other types of innovative service delivery communication channels?



Respondents mainly refer to mobile apps in the context of their charters.. Less useful for them are social media and mobile technology. However, some do not refer to any social media or they use other types of innovative service delivery communication channels.

EE: The choice of channel is up to the service owner to decide.

FI: We do not have specific references to social media etc.

EL: No. There are, however, references relating to using social media, mobile technology and mobile apps in some public service websites.

IT: No information available.

LV: No references. Guidelines developed with different aim.

MT: Directive 4 make reference to social media usage.

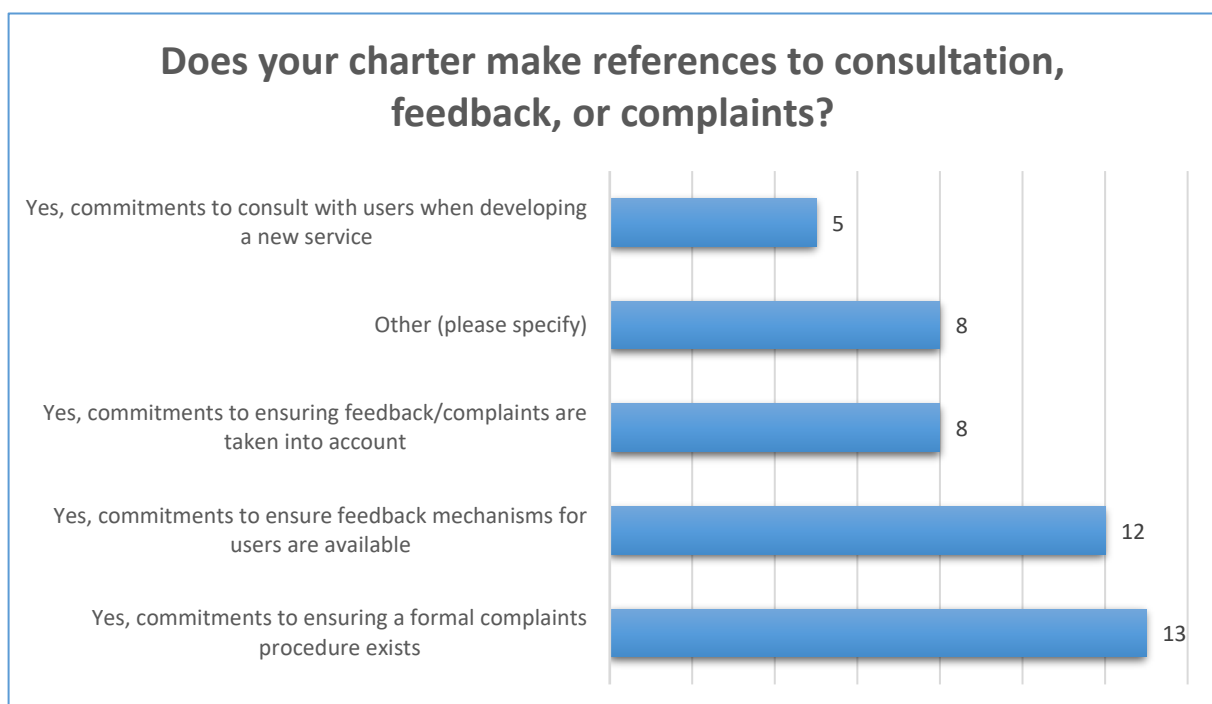
NO: As we wrote in question 16 and 17, digital communication is to be the primary channel for the dialogue between the citizens and public agencies. The Communication Policy is “independent” from different kinds of technologies and communication channels/platforms. At the same time it says that “The government shall make sure that relevant information reaches everyone concerned. The **reaching-all principle** means that the government shall include all concerned citizens and groups in its information activities. The government shall accommodate its information and communication to the target groups.” However, The Ministry of Local Government and Modernisation have a [Cloud Computing Strategy for Norway](#) (2016) and The Agency for Public Management and eProcurement has developed guidelines public administrations for the use social medias (2010).

RO: Data not available.

SI: Code of Conduct for Civil Servants and Decree on administrative operations do not contain such references.

AT: The charter of the ministry of finance specifically mentions the online-tool for submitting tax statements.

Does your charter make references to consultation, feedback, or complaints?



Most of the respondents are committed to ensure that a formal complaints procedure exists and feedback mechanisms for users are available. Some of them state specifics and want to make sure that feedback and complaints mechanisms are available to the customers. In addition, fewer of the respondents are committed to consult with users when developing a new service.

FI: It is a duty of a service provider to ensure the information regarding feedback and complaints mechanisms are available to the customers.

FR: Commitment n ° 9: We use your feedback and suggestions to improve our services.

Commitment n ° 10: We regularly evaluate your satisfaction and communicate the results of these evaluations.

LV: Concerns “Public Administration Client Service Guidelines”

Other: No references. Guidelines aimed with different focus.

LU: Pillar 4, 5 and 6 cover these aspects (complaints management, measuring satisfaction regularly and a constant awareness on improvement.

MT: The above answers are given in the context of the 10 departmental standards and Directive 4.

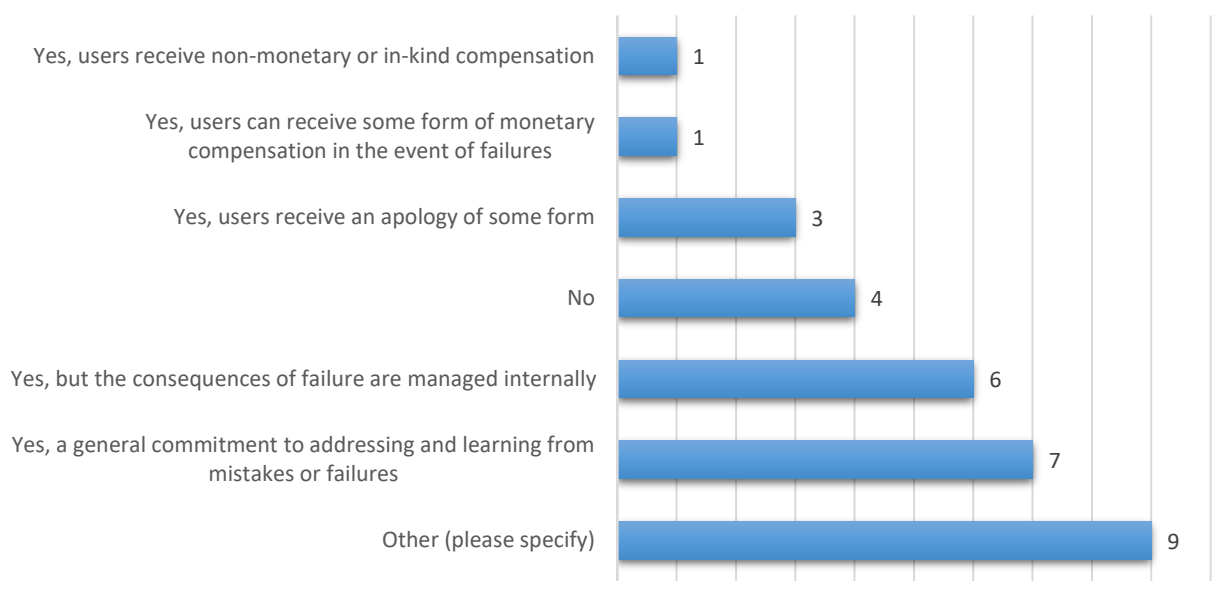
PL: Front desk officers provide their superiors with information on citizens’ remarks, suggestions and most frequently asked questions. This feedback is used to improve service delivery. Additionally, benchmarking and cooperation (exchange of experiences) with other offices is recommended.

RO: Data not available.

SE: Again, the local and regional service guarantees might contain such commitments.

Do you have a specific commitment/procedure in place in the event of failure to meet the standards?

Do you have a specific commitment/procedure in place in the event of failure to meet the standards?



A majority of member states have a specific commitment/procedure in terms of addressing and learning from mistakes or failures. Some of the respondents manage these situations internally. However, a small group do not have a specific commitment/procedure in place to regulate situations where service standards are not met.

FI: The legislation allows for all the above possibilities to be used individually or in different combinations.

EL: In the charter, it is also mentioned that the citizen can appeal to the competent inspection bodies (e.g. the Inspectors-Controllers Body for Public Administration – SEEDD) or the Greek Ombudsman.

LV: In addition client receives information about his or her rights to submit complain and the employee does all the possible actions to manage the situation.

LU: The Charter with its 6 pillars does not foresee a procedure in case of failure to meet the standards. However, every administration, which adopts the Charter, is free to include such commitments in its specific charter.

MT: The above answers are given in the context of the 10 departmental standards and Directive 4.

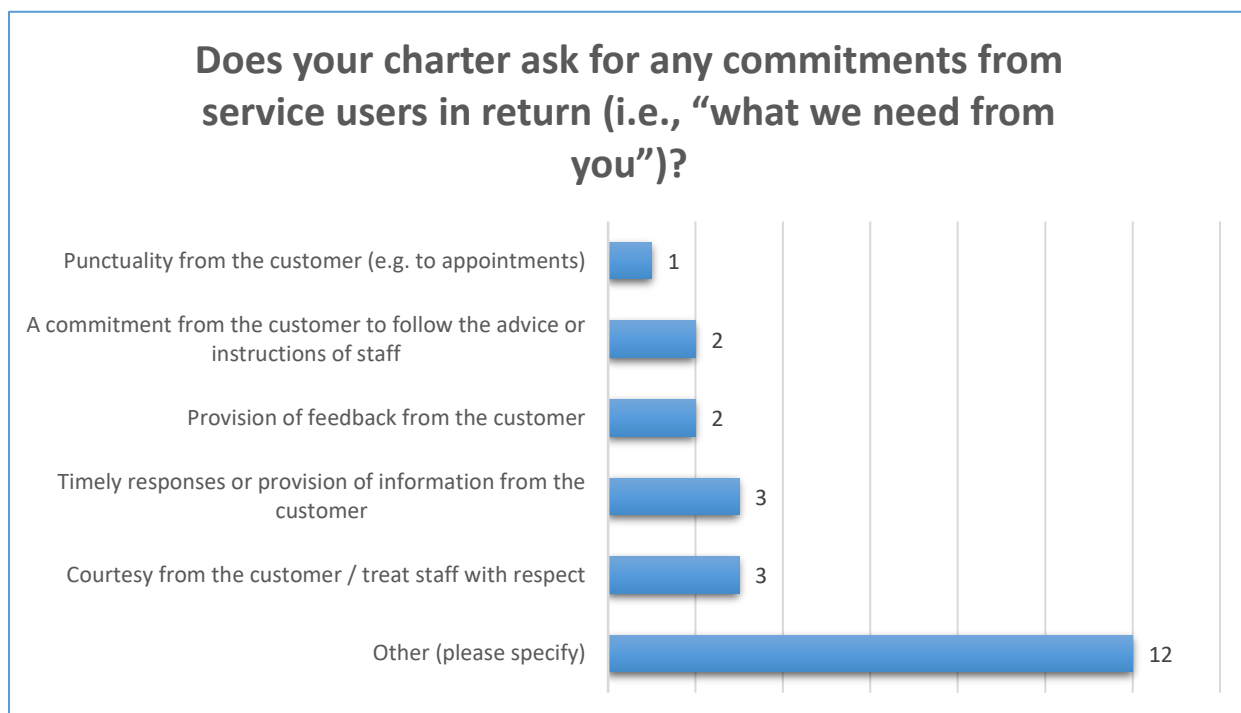
NO: No, but this is regulated in different acts/laws, like Act relating to procedure in cases concerning the public administration ([Public Administration Act](#)) and Act relating to the right of access to documents held by public authorities and public undertakings ([Freedom of Information Act](#)). We also have different agencies and appeals committees which handles complaints in different areas.

RO: Data not available.

ES: It depends on the legal and economic nature of the services delivery.

AT: Several charters include the clause, that users receive an apology of some form, in the case that standards are not met.

Does your charter ask for any commitments from service users in return (i.e., “what we need from you”)?



Participants mainly specified their own commitments from service users which they ask for. However, some participants specified that courtesy from customer/ treating staff with respect, timely responses or provision of information from the customer are set out in the charter. It is less common for the provision of feedback from the customer to be a commitment set out in the charter.

CZ: To provide true and objective information, to avoid vulgar expressions and offences in relation to officials/service providers, to give an address or contact data for reactions if relevant etc.

DK: No.

EC: Commission reserves the right to discontinue any exchange of correspondence if it can be reasonably regarded as improper, for example, because it is repetitive, abusive and/or pointless.

FI: Again, in many processes there are this kind of elements but no centralized guidance on if they should be included or how they should be included in the charters.

FR: No.

HU: Some of the Service Providing strategies contains the mutual commitments of the government offices and municipalities to develop and update information databases about the contact details of their organizational units.

LV: No customer's commitments.

MT: NIL This answer is given in the context of the 10 departmental standards and Directive 4.

NO: No.

SI: Basic courtesy – absence of chicanery when communication in writing.

ES: Citizen's charters do not consider any user's obligations.

LU: Please see questions 11, 12 and 20

Please list any further details, provisions, or commitments referred to in your service charter which have not been covered above.

EC: Protection of personal data and confidential information.

EE: Full text of "Principles for Managing Services and Governing Information" in English:

<https://www.riigiteataja.ee/en/eli/507072017004/consolide>

EL: Our service charter refers, inter alia, to the following legislative provisions:

1. The Code of Administrative Procedures that refers to the contact between public services and citizens.
2. The Law 3861/2010 that obliges public services to upload in a specific governmental website (DIAVGEIA) certain administrative acts.

HU: Many of the government offices made commitments in their Service Providing Strategies for organizing professional events and information forums for local businesses.

BG: The citizen's charter includes: 1. The common and the own quality standards for the administrative service. 2. The ways of consulting citizens on improving and giving feedback on the implementation of these standards. 3. Citizen rights and the organization of work with alerts, suggestions and complaints about administrative services. The citizen's charter may include additional information, which the administration determines in view of its functional specificity.

SI: - Conflict of interests

- Political activity
- Privacy
- Integrity
- Information security

LV: Information visibility for the client in the room. Requirements to be explicitly informative. Responsibility requirements towards the activities in the service provision. Personal data protection requirements. Objectivity, consideration of all available facts and circumstances. Preventing of illegal actions and situations. Self-improvement and improvement of self control. Requirement to introduce employees to the terms of guidelines.

PL: - clear and accessible information on the placements of organisational units and employees,

- standards on how the place of direct service delivery shall be organised,
- additional/supporting services to citizens (e.g. copying, water, waiting room),
- guidance how to directly deal with citizens, how to run conversation, how to examine a problem, pay attention, look for alternatives etc.,
- examples of wanted and unwanted phrases,
- examples of wanted and unwanted non-verbal communications,
- dealing with difficult situations,

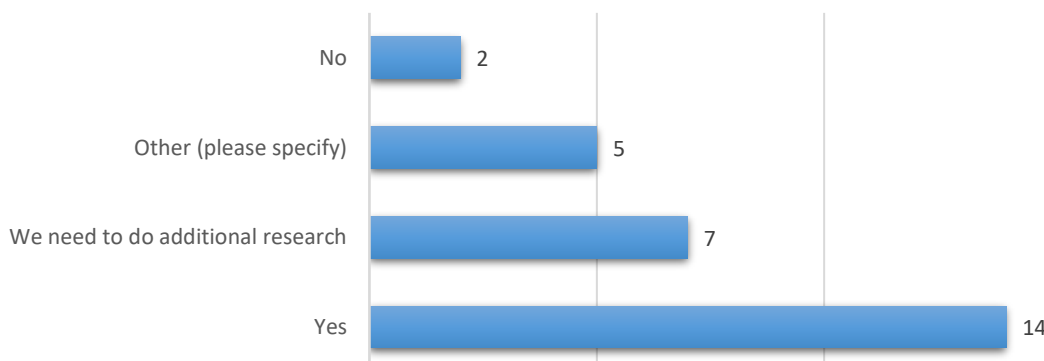
- telephone contact and information,
 - communication on the Charter inside and outside organisation,
- promotion of the civil service rules and ethics.

ES: Additional information about how the organisation can assure the compliance with the commitments (quality assurance systems).

FR: The Frame of Reference has 2 additional commitments from the public service to the civil servants: Commitment n ° 11: We train our civil servants and give them the tools they need to guide and facilitate the user process. Commitment n ° 12: We evaluate our practices, we involve our employees and we take into account their feedback to improve the quality of service.

Do you consider that there are some public service delivery standards, which are universal – they can be applied to public services in any EU Member State?

Do you consider that there are some public service delivery standards, which are universal – they can be applied to public services in any EU Member State?



Most of the participants consider that there are some public service delivery standards which can be applied to public services in any EU Member State. Others consider that additional research should be done, and they specify some similarities and differences between member states.

EL: Commitments to non-discrimination, accessibility, transparency, clarity as well as general principles of the code of conduct.

LV: There are number of requirements already included in many European level legal acts in the special and general norms. Many existing guidelines, good practice and research results are already in use. There is no need to create a general document.

PL: There is for sure a lot of similarities and at the same time a lot of differences. That is why probably more useful approach might be focusing on the process rather than standards or values as such (e.g. quoted document “Seven steps...” – e.g. an update of this document might be an option).

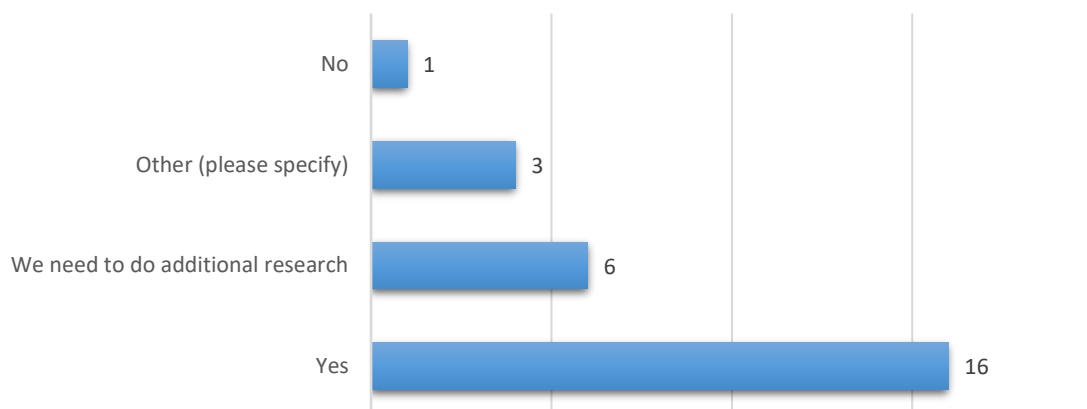
ES: It may be difficult to define common public service delivery standards, but it could be easier to identify general principles and rules and make a European Statement for example.

SE: Sharing knowledge, experiences and inspiration between member states could be beneficial. The national public service delivery standards are however best decided nationally in accordance with the principle of subsidiarity.

On a general level there are principles that are common. The public service should be effective, service minded, treat all people with respect, be transparent/open, follow the laws and understand its role as working on behalf of the citizens. However, to make these into concrete delivery standards that will work in all member states are probably not plausible.

Do you think that some form of cooperation within the EUPAN Network in the area of public service delivery standards could contribute to improving the quality of public services across EU Member States?

Do you think that some form of cooperation within the EUPAN Network in the area of public service delivery standards could contribute to improving the quality of public services across EU Member States?



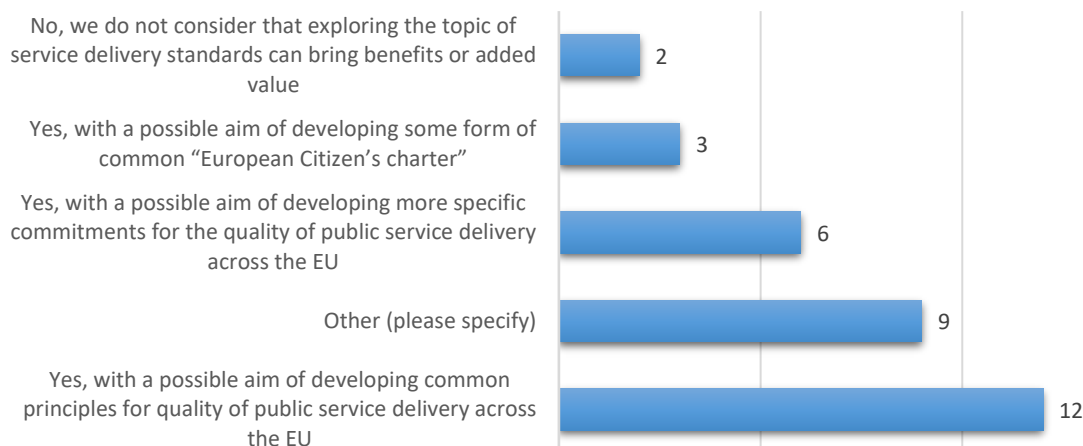
Most of the member states agree that some form of cooperation within the EUPAN Network in public service delivery standards could contribute to improving the quality of public services across them. They also think that additional research need to be done so that public service delivery standards can be improved.

LV: Better use and distribution of already existing information.

AT: Cooperation in the form of an exchange about existing quality standards could be helpful to explore fields of a possible cooperation (to find a common answer to Q26).

Do you consider that it would be worthwhile to explore further the potential benefits/possibilities of developing some form of common non-binding public service delivery standards on an EU level?

Do you consider that it would be worthwhile to explore further the potential benefits/possibilities of developing some form of common non-binding public service delivery standards on an EU level?



Respondents mainly consider that developing common principles for quality of public service delivery across the EU would be worth exploring further. There are potential benefits of developing some form of common non-binding public service delivery standards on an EU level. A number of respondents have some specific experiences to offer which can help within the developing process. Only a couple of countries do not consider that exploring the topic of service delivery standards can bring benefits or added value.

DK: We believe that service delivery standards are context dependent to the different EU countries, which makes it difficult to make common service delivery standards across EU. However EU countries can be inspired by other countries service delivery standards and therefore dialogue and mutual inspiration may be beneficial.

FR: The Social Dialogue Committee for Central Government Administration (SDC CGA) already developed in 2012 a European Framework Agreement for a Quality Service in Central Government Administrations. Available here :

https://www.epsu.org/sites/default/files/article/files/European_Framework_agreement_EUPA_E-TUNED_for_a_quality_service_in_Central_Government_Administrations_-_FINAL_and_SIGNED.pdf

MT: One may note the already application of the Common Assessment Framework (CAF)

ES: In Spain, for example, we developed a “citizen’s charter common framework (operational document for the harmonization of Citizen’s Charters between different government levels), and also was prepared a “Commitment Charter“, that was approved at political level (statement of principles and common rules related with quality services delivery), both of them at inter administrative level.

SE: Sharing knowledge, experiences and inspiration between member states could be beneficial. The national public service delivery standards are however best decided nationally in accordance with the principle of subsidiarity.

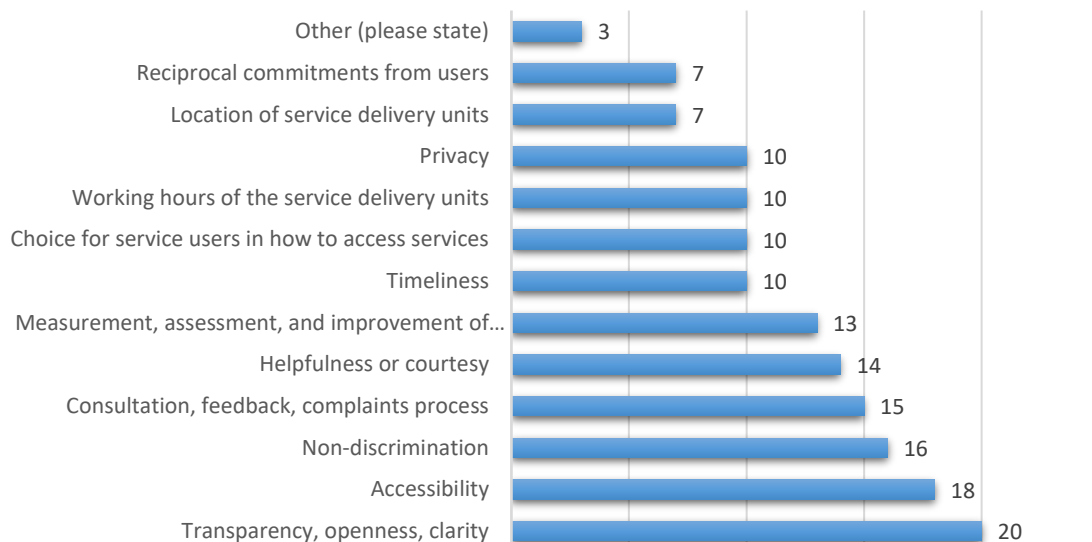
CH: Switzerland is not a member state.

AT: For a possible development of principles that are applied on a broader basis, strong support from one or more of the major European players (Institutions) would be helpful. See also the reference to the The European Code of Good Administrative Behaviour (European Ombudsman) in Q23.

FI: We should take note that during the Estonian EU presidency in October 2017 European ministers responsible for eGovernment in Tallinn signed a joint Tallinn eGovernment declaration including an annex “User-centricity principles for design and delivery of digital public services” <https://www.eu2017.ee/news/insights/tallinn-declaration-egovernment-ministerial-meeting-during-estonian-presidency>. On EU level these kind of common principles seem to be more realistic approach.

Which areas or aspects of public service delivery standards do you think could be suitable for some degree of non-binding EU-level standardisation or common approach?

Which areas or aspects of public service delivery standards do you think could be suitable for some degree of non-binding EU-level standardisation or common approach?



The most useful areas or aspects of public service delivery standards which participants think that are suitable are transparency, openness, clarity, accessibility, non-discrimination, consultation, feedback, and a complaints process. Less preferred and suitable for participants are helpfulness or courtesy, measurement, assessment and improvement of performance, timeliness, choice for service users in how to access services etc.

DK: It is important that the common standards are non-binding because there is a need to adjust the standards to different national contexts.

EE: Usability

FI: It might be useful to discuss how these aspects are dealt with in different countries, but we do not see useful to work on common standards on any of these aspects.