Administrative reform in EU countries

Fact sheets:
Institutions in charge of administrative governance
The views expressed do not imply the expression of any opinion whatsoever on the part of the Italian Department for Public Administration, and Formez.
The Federal Chancellery is responsible for the general coordination of government policies and of the public information activities of the Federal Government and the Federal Constitution; public service is another area in which the Chancellery has responsibility.

The Chancellery has several divisions. Division I – General Affairs – coordinates the activities of the other divisions. At the inter-departmental level, it is responsible for the organisational projects of the public administration, which have to do with every ministry and department. Specifically, it is in charge of various matters, including:

- Administration of the Federal Chancellery’s internet portal;
- Providing services to the citizenry.

Division III – Public Service and Administrative Reform – is responsible, among other things, for administrative development, for the Federal Government’s administrative reform programme, for human resource development projects, and for managing the “Online citizen services programme”. Additionally, it runs training programmes for federal employees, aiming to perfect their knowledge and skills. It is also in charge of drafting legislation on service contracts, pensions, protection and remuneration of federal employees. Finally, it manages information systems regarding human resources, and staff evaluation indicators.

The powers and functions of administrative authorities are spread out among the different levels of government. The Federal State is in charge of a number of areas: foreign affairs, defence, justice, finance, social security, health, and internal affairs, although the Regions and Communities have certain competences in terms of foreign relations.

More specifically, the federal system is organised much like a pyramid, with the Federal State, the Communities, and the Regions on top. They enjoy an equal degree of autonomy, but over different matters; at the intermediate level there are the Provinces, which act under the supervision of higher levels of government (community, federal, or regional); at the base there are the Municipalities, the level of government which is closest to the citizenry. Like the provinces, they act under the supervision of higher levels of governments, according to the matter at hand, but they are financed and controlled by the regions.

At the federal level, the institution in charge of the public administration is the “Public federal service for the public administration of the Chancellery of the Prime Minister”, which is responsible for assisting the Prime Minister in coordinating the policies of the various levels of government and the European Union. Within this service, the Agency for Administrative Simplification (ASA) was created with a special law on February 10, 1998. It is charge of promoting and coordinating administrative simplification policies aimed at the private sectors.

The “Federal Public Service for Personnel and Organisation” (SPF P&O) is in charge of organising and perfecting personnel policies at the federal level. The goal of this unit is to create the necessary conditions for quality public work that guarantees the constant growth of public employee skills. Specifically, the SPF P&O intends to contribute to the fulfilment of the goals of the “Copernicus” programme. Administrative responsibilities at the community and regional levels are distributed according to areas of competence, in particular:

- Community Governments are in charge of linguistic and cultural issues, such as schools, libraries, theatres;
- Regional Governments are in charge of territorial issues: regional economies, apportionment, housing, transportation.

Provinces have competences in education, social and cultural infrastructure, preventive medicine, social policies, environmental policies, transportation, and public works. Municipalities have ‘residual’ competences over all that is not forbidden to them. In practical terms, there are responsible for all matters of communal interest: public works, welfare, public order, housing, education. They generally act under the supervision of higher government levels (federal, community, regional).
Institutions in charge of administrative governance

**Cyprus**

Ministries currently include: Foreign Affairs; Finance; Interior; Labour and Social Security; Defence; Justice and Public Order; Education and Culture; Commerce, Trade, and Tourism; Health; Public Works and Communications; Agriculture, Natural Resources, and the Environment.

Ministries are divided into Departments and Sectors.
The ordainment of the public administration staff is regulated by the Public Service Law of 1990. Personnel management measures are fairly traditional, as hiring is based on public competitions and career paths are based on seniority. Staff divisions are present in each Department, and are coordinated by a Director of Public Administration and Human Resources.

The following Independent Offices have a high degree of autonomy and their own staff:
- Commission for the Protection of Competition
- Planning Bureau
- Audit Office
- Education Service Commission
- Office of the Commissioner for Public Aid

Additionally, there are several Authorities, which are semi-governmental public sector organisations (Telecommunications Authority, Electricity Authority, Sports Authority, Cypriot Port Authority, Tourism Organisation, etc.) that work in close contact with the relevant Ministry. Each authority has its own Board of Directors, which is appointed by the Council of Ministers. Funds for resources and staff are set out in the annual budget approved by the Council of Ministers and voted upon by the House of Representatives.

Local administrations do not have organisational or financial autonomy. The District administration answers to the Interior Ministry, and its resources come mostly from the central government. Municipalities and community councils play a fundamental role in planning and implementing development programmes. These local entities are elected by direct suffrage.

**Denmark**

The Ministry of Finance is the main institution in charge of the organisation of the public administration and the management of administrative reform policies.

It has an Administrative Policy Division in charge of organising and managing the activities of the public administration. These tasks are fulfilled through research and analysis of the problems present in each sector, the adoption of results-oriented management models, with a particular emphasis on performance, financial management, the development of new budget and regulatory systems, and the promotion of quality in the public sector.

The Ministry of Finance is in charge of the Authority for Public Sector employment, whose tasks include:
- Representing the government in collective bargaining;
- Supporting state institutions with regards to labour policy issues;
- Preparing new instruments to support personnel policies;
- Supporting pension policies.

The Danish Agency for Governmental Management (Økonomistyrelsen) supports administrative efficacy and efficiency. Its main goal is to develop financial control and management skills within the administration. In particular, the Agency has specific responsibilities in the implementation of efficiency policies, the rationalisation of administrative processes, the implementation of inter-departmental computerisation programmes, and the delivery of student loans and pensions to public employees. Administrative activity must respect the subsidiarity principle: municipalities are responsible for the delivery of most public services, making up about 50% of the country's total public spending.

Regions are responsible for the following:
- Hospitals and public health: all permanent residents in Denmark have the right to free health care. There are contributions for expenses for dental care and physical therapy;
- Training and education for adults (above the age of 16);
- Public transportation: regional transportation companies have been created in collaboration with the municipalities;
- Environment: granting of licences to industries, toxic waste control, conservation of the environmental historical, and cultural patrimony;
- Policies for the handicapped;
- Social services: in keeping with the subsidiarity principle, the regions maintain control on issues related to childhood care, the elderly, and the delivery of social benefits that cannot be managed at the local level. They have specific responsibilities in the fields of mental health, the handicapped, and at-risk youth;
- Culture: financial aid for cultural events in order to ensure that all citizens have equal access to culture (theatres, museums, concerts, etc.);
- Economic Development: regions are responsible for promoting economic activities in their territories. They participate in European cooperation projects and manage EU structural funds.
- Municipalities are responsible in the following areas: child care, primary and secondary education, libraries, social security, policies for the elderly.
Institutions in charge of administrative governance

Estonia

In Estonia, the government (GR) is the most important institution in charge of administrative governance. Its role in administrative reform is to assign programming and implementation functions to the different ministries; additionally, it ensures that strategic planning deadlines are met, and if needed creates new strategic plans. The Public Administration Reform Committee gives its opinion on the government’s policy choices.

The Public Administration Bureau of the State Chancellery supports and guides government agencies, and works in collaboration with the ministries in order to program and implement administrative reform (including training activities). Furthermore, the PAB monitors and evaluates administrative reform and reports back to the government.

The Interior Ministry (Siseeministerium) is the ministry most responsible for administrative reform. It is helped by the other ministries in the fields of governance and administrative reform. The Public Service Academy is a division of the ministry.

Within the Ministry of Finance, whose main function is to plan and implement reform policies, the following departments are responsible for administrative reform:

- Department of Public Management
- Department of Administrative Development
- Department of the State Budget
- Department of Public Governance Policies

The Ministry of Economic Affairs and Communications is responsible for the public administration’s IT policy actions. It collaborates with the Interior Ministry in promoting technological and IT innovation. The Estonian Informatics Council (RIA-Riigi Infosüsteemide Arenduskeskus) is an expert commission that promotes technological and IT innovation through the IT project.

The Ministry of Finance is the main institution in charge of public administration and of managing administrative reform. In order to do so the Ministry of Finance relies on the Permanent Under-Secretary for Administrative Affairs, who coordinates the activities of two departments:

- The Personnel Department is the central unit in charge of formulating policies and draft legislation on public sector employment. It is in charge of the personnel policies of ministries, state-financed agencies, and other units. The Department also acts as an Office for Public Employment, and it represents the government in collective bargaining. The Office for Public Employment is in charge of preparing and implementing human resource policies, and must ensure the competitiveness of the state as an employer. This task includes the preparation of draft legislation, the evaluation of personnel costs, and the management of salaries. The Office is also in charge of developing the information system and of cooperation and data exchange among public sector employees.
- The Department of Public Administration is in charge of the central government’s management policies and of innovation in the public administration. The Department supports administrative reform and proposes measures to improve service supply and the quality of the central administration. It is also in charge of further advancing ICT use, gathering and managing data on the central administration, and preparing the necessary infrastructure for implementing electronic procedures in the public sector. The Department has two units: the Unit for Governance and Public Services, and the Unit for the Management of Information Technology.

The Ministry also has a Unit for the Management of Government Innovation, created in 2002 in order to improve the management of information both within and between ministries. The Unit manages the ministries’ shared information, and is in charge of further developing unitary information services and systems. On the basis of service agreements, it supplies ministries with the necessary support for the planning, management, and maintenance of information services. It also develops and maintains the information system on the government’s electronic services and operation, and manages the information portal “suomi.fi”.

The Interior Ministry is in charge of developing local and regional administrations. It includes:

- The Department for the Development of Regions and Public Administration, in charge of developing an efficient, citizen-oriented public administration, especially at the regional level;
- The Department for Municipal Affairs, in charge of developing municipal legislation and finances, and of promoting cooperation between municipalities and the state;
- The Consultative Council for Municipal Administration and Economics, which includes representatives from the central government and from the Association of Finnish Local and Regional Authorities, and examines government proposals that have an impact on local administrations, as well as the parts of the budget that have to do with local finances.

The Association of Finnish Local and Regional Authorities plays a key role in local administrative development. It coordinates cooperation between local administrations, and promotes cooperation with the central administration. The Association is active in all the sectors that are of interest to local authorities: services, regional development, employment, and autonomy.

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### Institutions in charge of administrative governance

<table>
<thead>
<tr>
<th>France</th>
<th>Germany</th>
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<tr>
<td>The Ministry of Public Administration <a href="http://www.fonction-publique.gouv.fr/">http://www.fonction-publique.gouv.fr/</a> (available in French) is responsible for following and implementing some of the reforms that are the result of the work of the various units listed below.</td>
<td>The Federal Interior Ministry is in charge of modernisation processes in the public administration.</td>
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<td>There are three main public functions in France. Together, they employ about 5 million people. They have a general statute that enshrines the rights and obligations of employees. Furthermore, each public function has specific, national regulations.</td>
<td>The “Moderner Staat – Moderner Verwaltum” (Modern State – Modern Administration) commission is in charge of administrative reform and the implementation of quality systems at the federal level. The commission is headed by the Permanent Secretariat of the Federal Government in the Federal Interior Ministry.</td>
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<tr>
<td>1. State Public Function The state public function is broken down into the central administration and decentralised services. In the first case, it includes the ministries’ central services, which are generally located in Paris, and which are responsible for setting and coordinating state activities at the national level. In the second case, it includes state activities at the regional and departmental levels (prefectures, rectorates, department directorates). Many civil servants work in public administrative establishments linked to the various ministries.</td>
<td>All the federal ministries appointed a high-level official who works in close collaboration with the Permanent Secretariat in order to implement modernisation programmes and projects.</td>
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<td>2. Territorial Public Function This public function was created in 1984, after the competence transfer law that entrusted services of local interest to local administrations. This public function accounts for over 25% of civil servants, and includes employees from territorial administrations (municipalities, provinces, regions) and their public services.</td>
<td>The Landers are the level of government that is closest to the citizenry. The Administrative Office of each Lander is the central coordination authority for the administration of the Lander. The reform programme includes a re-ordering of functions that would re-assign certain government tasks to the districts.</td>
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<td>3. Hospital Public Function This public function was created with a special law on January 9, 1986. It employs 720,000 people, including all non-medical staff of the following public structures: public hospitals, public clinics, public structures for social services and child care, support structures for the handicapped, public halfway houses.</td>
<td>Another key institution for the French public administration is the Inter-Ministerial Public Employment Fund, which coordinates and facilitates inter-ministerial mobility.</td>
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### Greece

The Ministry of Interior, Public Administration, and Decentralisation, with its General Secretariat of Public Administration, is the institution in charge of promoting innovation and quality in public services. Its tasks include planning administrative reform policies and coordinating the activities and projects of the central administration.

Units in charge of administration and reform include:
- The Efficiency Unit,
- The Directorate for State-Citizen Relations,
- The Directorate for Human Resource Management,
- The Directorate for Productivity and the Simplification of Procedures.

The Ministry also includes the National Council for Administrative Reform, created thanks to Law n. 2839 del 2000, Secondary Disciplinary Committee was created in 2001 with the task of fighting reform within the public administration and ensuring compliance with regulations. The Committee punishes infractions on the part of civil servants, and takes measures against senior officials who do not fulfil their disciplinary responsibilities.

Since 1985, the Ministry has been helped by the National Centre of Public Administration, an institution in charge of modernising the public administration through research, training, and consultancies.

The Local Union of Municipalities (T.E.D.K.), which is present in each province and includes all of its municipalities, plays an important role in local administrative reform. All the provincial units are included in the Central Union of Municipalities (K.E.D.K.E.), which operates under the supervision of the Ministry of the Interior, Public Administration, and Decentralisation. Union are consultative bodies and have the following competences:
- Promotion and support of local autonomies
- Gathering of information useful for cooperation between local administrative entities
- Cooperation with the central government in terms of administrative decentralisation,
- Technical support and representation of local autonomies in European and international cooperation projects.

The Greek Agency for Development and Local Administration (E.E.T.A.A.) was created by KEDKE, the Interior Ministry, and the Ministry of Economics and Finance in 1985 in order to encourage social and economic development at the local level. It is also in charge of decentralising and creating local and regional planning structures, cooperation between municipalities, modernisation of local agencies, and preparation of studies and proposals for the financial autonomy of local entities. Since 1999, the Agency has been in charge of promoting the Greek International Expo, which gathers public and private sector representatives. The 2003 edition saw a 20% increase in the number of exhibitors compared to the previous edition. The Expo has now reached its fifth edition “POLIS 2005”, which will be held in Thessaloniki in late November.

### Ireland

The Office of the Prime Minister (Taoiseach) is responsible for the offices most relevant to the modernisation of the public administration, the most important of which is the Division for the Modernisation of the Public Administration, which works in close collaboration with the Finance Department, and is responsible for management and implementation aspects of the public administration.

The Division for the Modernisation of the Public Administration aims to modernise the Irish P.A. in order to ensure high levels of efficiency and efficacy in delivering services to the citizenry.

The Secretary Generals’ Implementation Group runs the modernisation programme known as the Strategic Management Initiative (SMI). It is chaired by the Secretary General of the Government Department (Taoiseach). The group includes the secretary generals of all government departments, as well as the heads of major offices. There are other working groups in charge of the various stages of the modernisation process.

Furthermore, the Secretary Generals’ Implementation Group created a network for managing change, in order to support the integration of the various stages of the modernisation process in the department’s offices. The network provides a forum for discussing and sharing experiences and best practices among senior civil servants.

The Public Appointments Service (PAS) coordinates at the central level the recruitment of all public administration staff.
### Italy

The Department of the Public Administration operates within the Presidency of the Council of Ministers. It is in charge of coordinating, addressing, and promoting initiatives regarding the functioning and the organisation of local and central public administrations and their staff.

The Department is headed by a Minister without portfolio, delegated by the President of the Council of Ministers and by one or more Under-Secretaries of State. He promotes administrative reform initiatives aiming to achieve efficiency (including cost efficiency) and effectiveness. In order to stress this commitment, in 2001 the Department was re-named Department of Public Administration for Administrative Efficiency. It works mostly in the following sectors: training of personnel, staff management, administrative innovation, improved regulations, relations with the unions, inspectorial functions, institutional communications of the public administration.

The Department is in charge of coordinating and promoting activities to fulfil four main goals, listed in the 2003 General Directive on Administrative Activities and the Management of the Department of Public Administration. These are: improvement in service quality, simplification, containment and rationalisation of expenses, computerisation of the administration.

Within the Department, the main offices in charge of promoting administrative reform and innovation include:

- The Office for Innovation in the Public Administration (UIPA), which elaborates administrative innovation policies aiming to improve the quality of public services. The Office includes the following services: Service for administrative innovation policies; Service for initiatives in support of innovation; Service for experimental initiatives.

- The Office for Civil Service Training (UFPPA) promotes the valorisation of human resources through training programmes. The Office includes the following services: Service for the development of quality and efficacy in the public training system; Service for the programming and management of national training plans; Service for the programming and management of interventions co-financed by structural funds.

- The Office for Public Administration Personnel (UPPA) sets staff recruitment programmes, either through public competitions or mobility. The Office includes the following services: Service for hiring and recruitment; Service for mobility; Service for staff relations; Service for office organisation and the needs of public administration staff.

- The Office for Normative and Administrative Simplification of Norms and Procedures helps the Minister achieve administrative and normative simplification; it also helps the Minister within the framework of the Committee for strategic guidelines on the experimentation of regulatory impact analysis (AIR). The Office includes the Service for normative and administrative simplification, normative reform, and quality regulation.

### Latvia

The Council of Ministers exercises public functions and powers through direct and indirect administration. The Secretariat of the Parliament is in charge of clearing up and competences between the Cabinet and the Parliament (Saeima). The Saeima adopted the State Administration Structure Law on June 6, 2002, which entered into force in 2003.

The State Chancellery answers directly to the Prime Minister, and is in charge of elaborating public administration development policies and coordinating and overseeing their implementation. The Chancellery plays a fundamental role, not only in developing personnel policies, but also in implementing the Civil Service Law, developing a unified salary system and a law on public agencies, and supervising the training activities of the School of Public Administration. According to these guidelines, the goals of the Civil Service Administration are limited to the coordination of personnel policies and control over the public administration.

The Latvian School of Public Administration (LSPA) is a sub-ordinate organisation of the State Chancellery since 2003, and it is in charge of the professional development and valorisation of civil servants, as one of the overall goals of administrative reform.

The Civil Service Administration is in charge of coordinating personnel policies and of control activities over the public administration. It is also in charge of analysing and planning public administration development, developing a unified information system, and developing human resource management.

The Ministry of Regional Development and Local Government (MRDLG) is in charge of the public administration at the local level.

The Ministry's main directives are defined in the 2004/2005 and 2006 Action Plans:

- Contributing to territorial administrative reform, with the state’s support, and preparing laws and regulations;
- Elaborating and implementing regional policies and territorial planning;
- Elaborating and implementing housing policies, and supporting local governments with assistance on how to use European Union funds.
### Lithuania

The Ministry of the Interior is responsible for developing and implementing regional policies and for administrative reform, as well as for local and regional initiatives.

Institutions responsible for administrative matters include the following:

- The Department of Public Administration participates in governmental policy-making in the public administration sector. It drafted and is coordinating the “Public Administration Development Strategy until 2010” and policies on quality; it also approves training programmes and manages the registry of civil servants. The Department includes 3 divisions:
  - Development of the Public Administration
  - Local Government Policy
  - Public Service Policy

- The Department of Regional Policies, with the following divisions:
  - Regional management
  - Development coordination

Other ministerial departments include: the Department of Public Services, which provides information on public services to public administration institutions, civil servants, and institutions that study the public administration. It is in charge of coordinating, controlling, and managing the implementation of the Public Service Law, heading the public service training and legislation system, and managing the registry of civil servants.

Units directly linked with the Ministry include the following:

- The State Institute for Technology and Information, which participates in modernisation projects dealing with ICT.
- The “Dainava” Training Centre for public sector and municipal employees, which deals with training of civil servants (surveys on the needs of the civil service, preparation of training programmes, organisation of courses, seminars, and international conferences).
- The Lithuanian Institute of Public Administration, a public, non-profit entity whose goal is to make the public administration more efficient, professional, and ethical through the training of civil servants. Its activities include the preparation of training programmes for employees and instructors, the creation of an information data base, and the promotion of a public administration culture. It also participates in international programmes and projects on capacity building in the public administration.

### Luxembourg

The Ministry of Public Function and Administrative Reform is in charge of implementing administrative reforms, recruiting civil servants, setting procedures for public competitions for civil service jobs, defining career paths, mobility issues, subsidies, and collective bargaining.

The Ministry is divided into departments and services.

The following are in charge of implementing administrative innovation:

- The Administration Service for State Personnel (APE) is in charge of developing new skills, encouraging the exchange of strategies and tools for the valorisation of innovation in civil service management policies. The APE has three divisions: the Division of Administrative Organisation, the Division of Active Staff, and the Division of Retired Staff.
- The National Service for Safety in the Public Administration (SNSFP) is the inspectorate service of the Ministry of Public Function, and guarantees the implementation of norms on professional career development as well as of legal regulations in public administrations.
- The National Institute of Public Administration (INAP) is in charge of training senior officials in the central and local administrations.
- The State Centre for Informatics (CIE) coordinates the introduction and the rational use of new technologies in the Luxembourgish public administrations.
### Malta

The institution in charge of the public administration is the Office of the Prime Minister’s Public Service Commission. The Permanent Secretary of the Office of the Prime Minister is the Head of the Public Administration.

The Public Service Commission is an independent body, called for and regulated by the Constitution, which plays a consultative role in terms of appointments, disciplinary procedures, and regulation of public employment. Its principles are merit-based and impartial, and guarantees equal opportunities.

Central administrative structures in charge of managing reforms include:

- the Management and Personnel Office (MPO), in charge of strategic management of human resources;
- the Staff Development Organisation (SDO) of the Management and Personnel Office, in charge of training civil servants;
- the Management Efficiency Unit (MEU), an autonomous organizational section of the MPO, is the internal structure in charge of managerial consultancy. Its main task is to assist ministries and government departments in developing and implementing reforms aiming to improve public services;
- the Malta Information Technology and Training Services Ltd (MITTS), a government-owned firm under the Management Efficiency Unit, which is the main public supplier of ICT;
- the Central Information Management Unit (CIMU) is in charge of managing information, and of the ICT aspects of the e-government programme.

Other central agencies in charge of administrative innovation include:

- the Charter Support Unit (CSU), in charge of enforcing the programme on service quality;
- the Ministry of Finance’s Privatisation Unit, in charge of financial legislation and public-private partnership programmes;
- the Office of Reviews, created in 2001 in each ministry in order to support organisational restructuring, in order to harmonise national legislation with EU legislation.

Two committees, operating on two different levels, are in charge of coordinating reform:

- the Public Service Change Programme Steering Committee, which operates at the technical level, includes the Chief of Public Service, the Permanent Secretary of the Ministry of Finance, and the heads of the MEU, CIMU, and MITTS agencies;
- the Cabinet Committee on the Public Service, which operates at the political level, is chaired by the Prime Minister and made up of the Ministers for Social Policy, Finance, and Justice, as well as the Chief of Public Service, the Permanent Secretary of the Ministry of Finance, and the Prime Minister’s Personal Assistant.

At a local level, Local Councils are in charge of the upkeep of public infrastructure, traffic and related activities, roads, gardens, paths, public lighting, and social services either on behalf or in partnership with the central government in the fields of health, education, and information for citizens.

### The Netherlands

The Ministry of the Interior and Kingdom Relations is in charge of the Dutch public administration, and of the public sector innovation programme. The current government appointed two ministers: the Minister of the Interior and Kingdom Relations, and the Minister for Government Reform.

The Ministry of the Interior and Kingdom Relations is responsible for the public administration, for funding for provinces and municipalities, for the borders between municipalities, and for relations between the various levels of government. The Minister for Government Reform is in charge of all government reforms, in particular with regards to the quality and organisation of the public administration.

Within the ministry, the main units working on public administrations are listed below:

- The General Directorate for the Management of Public Services (DGOMS) is responsible for public sector employment policies, relations with unions, staff policies, and the management of the use of IT in citizen-government relations. It also promotes the hiring of Dutch citizens in international organisations and contributes to the internationalisation of public sector staff policies.
- The General Directorate for Kingdom Relations and Governance (DGKB) is in charge of the organisation of administrative government levels and of dividing goals among the various levels of government, public authorities and other administrative units, water districts, etc. It is also in charge of financial relations between the state, provinces and municipalities, and it coordinates the Kingdom’s relations, urban policies, and international affairs regarding European Union integration policies.
- The General Directorate for the “Different Government” Action plan is in charge of implementing said plan, through which the government critically reconsiders its internal organisation, its powers, its goals and its responsibilities in light of planned reforms.
- The Office for the Development of High Level Officials is in charge of implementing professional training programmes for high level officials.
Institutions in charge of administrative governance

### Poland

The Ministry of the Interior and of the Administration’s Department of Public Administration is the key institution in charge of the P.A.

More broadly, the implementation of administrative reform is coordinated by three government institutions:

1. With regards to the adoption of legislative solutions, by the Department for National System Reform;
2. For financial matters, by the Ministry of Finance’s Department for the Decentralisation of Public Finance;
3. For the actual implementation of reform activities, by the Ministry of the Interior and of the Administration.

The Department of Public Administration is in charge of the following:

- **Coordinating regional functions at the central level**
- **Managing buildings owned by the National Treasury for the needs for Parliament and the President of the Republic**
- **Identifying locations for highways**
- **Implementing tasks related to the management of goods received from the Russian Federation’s Army**
- **Implementation of policies on the protection of animals set out in art.10 leg.2 and art. 1.1 leg.2 of August 21, 1997.**
- **Resolution of conflicts over competences between units of the public administration**
- **Organisational/technical services: secretariat of the Commission for Territorial Government and Self-Management (Samorząd Terytorialny).**
- **Juridical support for the application of laws on the function of the public administration: coordination of procurement processes on the part of territorial autonomies (Samorząd Terytorialny); and territorial autonomies (Samorząd Terytorialny).**

### Portugal

The Ministry of Finance is in charge of the organisation of the Portuguese central administration. It aims to rationalise the organisation of the public administration, and define civil service policies.

The Ministry of Finance delegates certain competences to the Secretary of State for the Public Administration. These have to do with management and service procedures for a number of institutions, including:

- **General Inspectorate for the Public Administration (Inspeção-Geral da Administração Pública) (IGAP);**
- **General Directorate for the Public Administration (Direcção-Geral da Administração Pública) (DGAP);**
- **National Administration Institute (Instituto Nacional de Administração) (INA);**
- **Social Services of the Ministry of Finance and of the Public Administration (Serviços Sociais do Ministério das Finanças e da Administração Pública) (SOF);**
- **Operational Intervention of the Public Administration (Intervenção Operacional da Administração Pública) (IOAP).**

The Ministry also manages a technical support unit;

The PROFAP implemented many training activities, aimed mostly at public service staff. In particular, in 2003 it offered training courses on “Quality awareness” and “Advanced Internet skills” through the University of Aveiro’s Association for the Training of Professionals, while the IGAP (Porto Institute of Management and Public Administration) sponsored a course in “Local Network Administration – Advanced Active Directory Module”. In 2004 they offered a training course called “e-Master MS Windows 2003 Server”, with the participation of the University of Aveiro.

According to the framework law of the XVII government, the Portuguese public administration is organised as follows:

- **Central Administration**
  - **Direct Administration – General Directorates and similar entities, Mission Structures**
  - **Indirect Administration – Public Institutes**
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<th>United Kingdom</th>
<th>Czech Republic</th>
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| There are many central and peripheral organisations in the United Kingdom with competences in public administration issues, albeit with varying degrees of responsibility. Several ministries include units in charge of administrative change, reform, and innovation. The Cabinet Office is the main institution in charge of modernising the U.K.’s public administration; it orients and support administrative reform and change processes through specific projects. The Cabinet Office is in charge of making the administration more efficient, and it works in close collaboration with the Treasury and the Office of the Prime Minister. Along with all the units mentioned below, the Home Civil Service, in charge of public sector employment, also answers to the Cabinet Office. The Cabinet is made up of various members, including the directions of the units and divisions that are closely linked with public administration reform. The Capacity Building Commission operates within the Cabinet and includes:  
- The Corporate Development Group (CDG), which supports the Home Civil Service and the Civil Service Management Board in implementing administrative reform programmes. The CDG is part of the group called “Cabinet Office Delivery and Reform”.  
- The Prime Minister’s Strategic Unit (PMSU). It has worked on issues such as public services, (GM Crops, Waste Management, Electronic Networks), but also on management aspects, such as the “Risk Management in the Public Sector” and “Skills Development in the 21st Century” programmes.  
- Since 2001, the Prime Minister’s Delivery Unit (PMDU) has been in charge of monitoring the administration’s ability to provide good services in priority areas such as health, crime prevention, public transportation, and others, and to meet the goals set in 2005. The unit answers directly to the Prime Minister, through the Prime Minister’s Chief Advisor on Delivery.  
- The e-Government Unit (eGU) is in charge of supporting the technological transformation of the government in order to provide better, more efficient services. The responsibilities of this technical unit include: IT strategies and policies, developing shared IT components for all government offices, promoting best practices within the government, and delivering online services to citizens.  
- The Office of Public Service Reform (OPSR) – created in 2001 – is responsible for all the activities that aim to guide and facilitate public service reform. These reforms are implemented according to government-established guidelines.  
- The Better Regulation Executive (BRE) – introduced in May 2005 – is in charge of implementing the government’s agenda for improving regulation. Along with the Cabinet, the Office of the Deputy Prime Minister (ODPM) also plays a key role in managing local public administrations. The Ministry of the Treasury plays a fundamental role in the reform process. It participates or collaborates in reform projects, and one of its stated goals is “Delivering High Quality Public Services”... |
| The Ministry of the Interior coordinates the implementation of public administration reform, and implements its policies through several Departments:  
- Department of Public Relations and the Press  
- Department of Security Policies  
- Section : Public Administration Reform  
- Department for the Reform of the Territorial Public Administration  
- Department for the Modernisation of the Central Administration  
- Department for the Training of Civil Servants  
- Department for the Computerisation of the Public Administration  
- Department for Local Administrations  
- Department for Administrative Activities.  
The Constitution of the Czech Republic calls for two levels of local government: municipalities and districts.  
Local government is based on decentralisation, the definition of competences, subsidiarity, and citizen participation. The relationship between central and local administrations has specific characteristics. Responsibility for many activities has been transferred to the municipalities, but under the surveillance of the administrative district. |
The Ministry of the Interior was in charge of innovation and management of the public administration until December 2004, when the new government created a Ministry for the Public Administration. The new ministry follows the example of other such ministries in Europe, in order to avoid the dispersion of services and rationalise the use of resources and funds devoted to public sector management.

The Ministry of Public Administration works in the following sectors, all with their own General Directorate:

- **Directorate for Salaries in the Public Sector.** In charge of wages for civil servants. It has developed a benchmarking system for titles and positions, in order to make salary scales more easily comparable.
- **Directorate for E-Government and Administrative Processes.** In charge of simplifying procedures, exchanging information, and updating the technology used by the public administration for monitoring and enforcement of administrative regulations.
- **Directorate for Investments, Real Estate, and Joint Processes of State Administration.** In charge of managing state investments, public housing, and publicly owned buildings, and tenders for public procurement.
- **Directorate for Local Administrative Units.** Coordinates the activities of the 58 local administrative units, through which the central government provides services for the citizenry, helps nominate senior officials, monitors their financial plans and participates in the coordination of their budget procedures.

The Ministry includes the following services:

- **Public Relations e Promotions Service.** In charge of communicating the Ministry's activities to the media and the public, preparing the contents of the website, and organizing press conferences and events.
- **Analysis, Development, and Quality.** In charge of overseeing the introduction and implementation of quality systems and project management in the public administration.
- **International Relations.** In charge of exchanging experiences and best practices, and of cooperation between national and international institutions. It is also in charge of the transposition of EU directives in public administration, and of the implementation of the Lisbon Strategy.
- **Internal Revisions.** In charge of controlling the financial management of the Ministry and its 58 local administrative units.

The Ministry of Public Administration is also responsible for the “Government Centre for Informatics” in charge of preparing the necessary infrastructure to spread ICT in the public sector.

The Office of the Prime Minister has general responsibilities for coordinating inter-ministerial activities and supporting the Prime Minister in ensuring a rational and efficient management of the State, public services, and local self-government units.
## Spain

The Ministry of Public Administration (MAP) is in charge of rationalising the organisation of the public administration and of defining public sector employment policies. The Cabinet of the Minister is a political and technical support unit that can perform special assistance tasks, but it cannot under any circumstance adopt legal resolutions.

The Under-Secretary for Public Administration represents the Ministry and directs its joint services. He is also in charge of the organisation and functioning of the general administration of the state, as per article 15 of Law 6/1997.

The General Secretariat of the Public Administration is in charge of directing and managing ministerial competence of the public administration’s judicial regime and salary policies. It is also responsible for three directorates and two public institutions: the National Institute of Public Administration, and the General Mutual Assistance System for State Civil Servants.

The General Directorate for Public Administration is in charge of the organisation and functioning of the state administration.

The work of the General Directorate for Administrative Innovation is undertaken by the following Vice-Directorates:

- The Vice-Directorate for the Coordination of the General State Administration's Technological Resources is in charge of developing technological infrastructures, promoting the use of ICT in order to rationalise working methodologies, and of ensuring communication between citizens and the various public administrations; The General Vice-Directorate for the Elaboration of Public Administration Data is in charge of introducing and developing ICT tools for human resource management, as well as developing the administrative intranet system; the General Vice-Directorate for Administrative Simplification and Citizen Relations Programmes plans, develops, and manages administrative simplification processes aiming to bring the administration closer to the citizenry and reduce administrative barriers; the Directorate for Technological Projects for the General State Administration identifies, develops, and implements technological projects aiming to improve the efficacy of services provided to the citizenry.

The National Institute of Public Administration includes a General Secretariat, a study centre on public function, and a centre for local and territorial studies.

## Sweden

The Government Office is the public authority that includes the Office of the Prime Minister, the government ministries, and the Office of Administrative Affairs.

The central government agencies are in charge of implementing the laws adopted by Parliament, and they present policy proposals to Parliament; they can also amend laws and regulations adopted by Parliament or the government.

The Ministry of Finance is responsible for developing all aspects related to the public administration, whose goals rest on three basic values: democracy, efficiency, and the rule of law. It is also responsible for general issues regarding governance, leadership, and the organisation of the public administration, and for questions related to electronic administration and information finding. The daily work of the Ministry is entrusted to the various departments, who also maintain contacts with the agencies that answer to the Ministry. The Ministry's work is set out in action plans for each department and division; these plans are designed by the same departments each year and approved by the relevant ministries and state secretaries. Each ministry finances a number of central government agencies that are responsible for the daily work of the public administration; the government is in charge of setting objective and guidelines and allocating resources, but the agencies can autonomously choose how to carry out their activities.

The Regional Administrative Council is a government agency that is present in each of Sweden's 21 counties. It represents the Parliament and the government in each county, and ensures that the decisions taken by these institutions will be in the county's best interests. The Ministry of Finance is in charge of the development and coordination of the activities of the Regional Administrative Council.

The Administrative Affairs Office complements the Government Office and is responsible for inter-ministerial administrative affairs, as well as for the following:

- Guiding and coordinating change and renewal measures within the Government Office, and developing new work and management methods;
- Planning and implementing financial accounting in the Government Office;
- Coordinating and developing human resource and development policies, retention of qualified personnel, support in terms of infrastructure and communications, archives and registries, information and communication.
### Hungary

The Office of the Prime Minister is the institution in charge of administrative governance in Hungary. Among the organizational units it works with, one of the most important is the State Secretariat for the Public Administration, which published a volume called *The Hungarian Public Administration* in 2002. More recently, in order to meet the EU’s information requirements, the State Secretariat, along with the Interior Ministry, published “The Hungarian public administration in the system of state organs” (2005).

Within the Office of the Prime Minister, there are several units that are heavily involved in administrative reform processes:
- Political State Secretariat for General Government Strategy
- Administrative State Secretariat, especially the Public Administration Development Department
- Political State Secretariat for IT services
- Political State Secretariat in charge of controlling public finances
- Cabinet of the Prime Minister, especially the Public Administration Department and the Programme Organisation Department
- Government Office for IT and for relations with the citizenry
- Citizen Relations Department, which is in charge of promoting and coordinating policies aiming to improve the relations between the public administration and the citizenry.
- Office of Government Control, which according to a 1999 decree is the national administrative organ for internal auditing.

The National Development Office (Nemzeti Fejlesztesi Hivat - NFH) also has responsibilities in terms of administrative reform. It operates under the responsibility of the Minister-without-portfolio for European Affairs, who is in charge of access to the European Union. Additionally, the Government Commission for the Modernisation of the Public Administration is in charge of coordinating and controlling certain issues relating to the implementation of administrative reform. Other institutions with responsibilities in terms of administrative innovation at the national level include the Ministry of Finance, the Ministry of the Interior, and local administrative offices (County Public Administration Offices).

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