



A word about our methodology

Monthly Notices and Responsive Public Management are drawn up following analysis of information sources and reports that have been issued by public administrations both in Europe and around the world, or that have appeared in the press.

Their goal is to provide a comparative view of public management reforms, primarily in OECD countries.

They do not reflect the views of the IGPDE.

For ease of reading, we have provided only one or two links that allowed us to draft the news item. Other resources that were used appear in parentheses in the body of the text.

Responsive Public Management of the Month

No 72 – Croatia



In recession since 2009, Croatia has reacted to pressure from Brussels and has undertaken to implement significant structural reforms to reduce its public expenditure. It announced savings of some EUR 130 million for the first year of an ambitious programme combining not only privatisations and the rationalising of organisations, but also the abolition of pay benefits.

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Public Management News

1 – Performance management (budget, indicators, audits)

Greece



Facing major cash flow difficulties, by a **decree of 20 April** the government required all municipalities to **transfer their entire reserves of cash and available funds to the central bank**. That measure which "is submitted due to extremely urgent and unforeseen needs" in the words of the Prime Minister, Alexis Tsipras, is presented as a loan which the State will repay as soon as the country's financial situation allows. The deposits in question are estimated at **two billion euros**. In return, the State has undertaken to **meet the cost of basic necessities**: paying municipal employees and water and power supplies to municipal buildings and household refuse collection.

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India



The government of the Delhi territory, led by the Aam Aadmi party, recently launched its **first participatory budget**. Part of the budget of INR 160 billion (EUR 224.64 million) will this year be given over to the various projects chosen by 10 to 11 constituencies represented in the Delhi assembly. A first meeting was held in the presence of the Chief Minister, Arvind Kejriwal, in the West "Vinod Nagar" block (district). After a vote by a show of hands, the **project with most votes** was the setting up of a library (230 votes), followed by a dispensary (226), road repairs (210), and the impounding of illegally parked vehicles (184). The meeting also decided to pay old-age pensions to 5 elderly people. **35 further meetings will be held in the near future**. If it proves successful, the experiment will be extended to the 70 constituencies represented in the Delhi assembly next year.

[more 1](#), [more 2](#)

Portugal



On 5 April the Prime Minister, Pedro Passos Coelho, officially announced Portugal's **exit from the financial assistance programme**, which expired on 17 May. The decision followed the **12th and final review mission** by the three creditors (EU, ECB and IMF). Their report, published on 3 April, highlights the marked improvement in the country's situation on the financial markets, the new economic prospects and above all the existence of a cash buffer **covering the government's funding needs** for the next 12 months. By dint of massive structural reforms, the deficit has been halved in three years and is likely to fall **below the 3 % mark** in 2015.

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United Kingdom



According to Francis Maude, the Minister for the Cabinet Office, the "Efficiency and Reform" programme, begun in 2010, will achieve **savings of GBP 20 billion pounds in 2015** (a 30 % increase compared with 2014). In five years, the civil service workforce has been **reduced by 21 %** and 2 018 property assets have been sold. **Three new measures** were announced on 23 March: recruiting 25 experts tasked with improving commercial capability across the civil service, launching a project leadership programme with Cranfield University and a review of telecommunications and digital infrastructure to identify networks which could be used more efficiently.

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2 - Organisation and provision of public services

Spain



From 15 July, the government will transfer the **civil registry** (birth, marriage, divorce and death certificates) – run up till then by staff at the Ministry of Justice – to officials at the property registry. Citizens **will then have to pay for those procedures**: the civil servants at the property registry have an unusual status under which their pay is based on certificates issued. A number of trades unions have come out against this reform which they **see as a privatisation**. Rafael Catalá Polo, the Justice Minister, stated that "the government wants to **modernise the public service**, safeguard it as public and adapt to the 21st century, and at the same time overcome the problems currently being experienced by the civil registry".

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Lithuania



Vilnius is to completely renew its street lighting and has opted for a **Public Private Partnership solution**. The contract – put together by Invest Lithuania and overseen by the Ministry of Finance – has been signed with the Italian company Gemmo SpA which must complete the operation in two years. The city will then **be responsible for operation and maintenance** for 18 years. LED technology will **make savings estimated at over EUR 2 million** a year (representing a 70 % reduction in energy consumption). Marie Donnelly, Director of the European Commission's Energy Directorate, described the project as "**an example to follow** for the European Union".

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Switzerland



The Swiss Confederation has just changed its **system of licence fees for public audio-visual services**. Until recently charged on the basis of having one or more radio or television sets, the fee now **applies to any household for tax purposes**. The government justified the decision pointing out that the constantly increasing number of programmes being broadcast on-line meant that **a new economic model had to be devised**, which would continue to secure funding for this public service and would be fairer for citizens. Alongside this, the annual fee has fallen from CHF 462 to CHF 400, **passing on to taxpayers the savings made** in processing and collecting the fee.

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3 – Service Quality, User Relations and e-Government

Australia



The system for **paying welfare benefits** (pensions and unemployment, family and disability benefits), which is 30 years old, is being completely overhauled **so that users can carry out their transactions on-line and reduce the cost of managing payments**. There will be real-time data sharing with other bodies. This will make it possible to detect fraud and, at the same time, users **will no longer have to give the same information several times** since the future system will be genuinely client-centred. By the end of 2016, numerous improvements will be made to the system and it is expected to be totally redesigned by 2022.

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United States



The city and county of Denver (Colorado State) have become a **real centre for local government innovation**. A new mobile-friendly website, "[Pocketgov](#)" gives residents **access to all local government information**, and above all saves them time and money by allowing them to **communicate directly with all services** using integrated messaging and instant mailing interfaces. **Citizens are also asked** to report any problems they find (disrepair, malfunctions, etc.). The authorities expect this new site to reduce the call volume and **save taxpayers** some USD 250 000 a year.

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Italy



Since 1 April, printed invoices sent to government bodies have no longer been accepted or paid. With this measure Italy **implemented Directive 2014/55/EU** which requires government bodies to receive electronic invoices by 2018. In practical terms, each supplier must first of all **apply to create a certified electronic address (CEA)**. Invoices must comply with format (XML) and file naming standards, must contain the **unique identification number** of the beneficiary authority and must be **signed electronically**. The invoice will then be sent using the certified electronic address or uploaded to the government e-invoicing portal.

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Slovakia



With the aim of **reducing the administrative burden** on citizens and companies, and to avoid the need to request the same information several times, the Ministry of Finance (responsible for the government programme to develop the information society) announced the creation of a **centralised database enabling authorities to exchange their data**. The project cost is estimated at EUR 13 million which is expected to be recovered in seven years. **Three more projects** to modernise government are in preparation: an interministerial project management solution, a cloud storage system and the integration of schools' ICT systems into the network of the Ministry of Education.

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4 – Human Resource Management

Germany



Publication of the most recent "Besoldungsbericht" (annual report on **civil service remuneration**) highlights **increasing discrepancies between the Länder**. This was the finding made on 20 April by the DGB (German trades union confederation). Elke Hannack, confederation vice-president, stated that "since the federalism reform in 2006, governments have increasingly used their unilateral powers **to change or abolish certain components of remuneration** in order to bolster their budgets". Berlin and Bavaria represent the two extremes: annual pay is on average **18.5 % lower** in the federal capital.

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Canada



A new **Public Service Pay Centre** will be operational by the end of 2018 in Miramichi (New Brunswick). The announcement – which fulfils an undertaking the government gave in 2010 – was made on 2 April by the Prime Minister, Stephen Harper. In his words, "**consolidating the system** by replacing outdated IT systems will **save Canadian taxpayers** millions of dollars, **create hundreds of high-quality jobs** and promote economic growth in the city". Under the contract, the building will be owned by the successful bidder for the construction contract, which will then lease it to the government for 20 years.

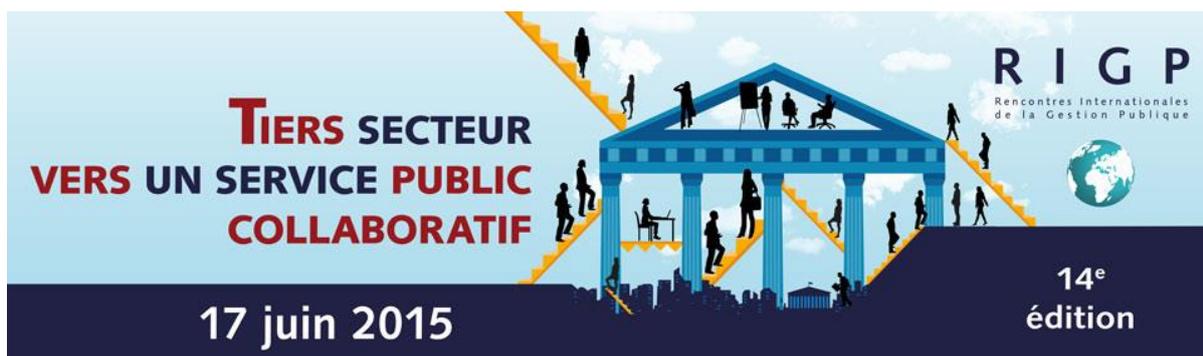
[more](#)

Ukraine



Lviv Catholic University is to start a **masters degree in public administration** in the autumn to **alleviate the lack of skilled senior managers in the civil service**. Some of those senior managers were trained at the State-run Academy of Public Administration, although **without very satisfactory results**, despite its 23 years of existence. **Ten core courses** will be taught at the university, in public policy, strategy, finance, human resources management and ethics. **Future civil servants will then be able to choose to specialise** in local government, European relations or public policy. Traditional theoretical classes will be **supplemented by more innovative teaching activities**: workshops, role plays, case studies, writing research documents and work placements. This master's degree is intended for in-post senior government managers wishing to improve their skills and for students intending to make a career in the civil service.

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The Institute for Public Management and Economic Development (IGPDE),
in partnership with the OECD,
Is organising the 14th Rencontres internationales de la gestion publique (International Public Management
Symposium) (RIGP) entitled:

"Third sector. Towards a collaborative public service"

What does the third sector consist of in France, Europe, Russia and North America? What impact do local cultural factors have on its development? How can civil society, through the third sector, participate in designing and co-creating public policy? Is the third sector a "miracle solution" in these times of economic and social crisis and the tight squeeze on public spending?

These and other questions will be the basis for discussion by researchers and practitioners from government and from the third sector:

17 June 2015
at the Centre Pierre-Mendès-France,
Ministries of the Economy and of Finance
139, rue de Bercy 75012 Paris

The symposium will be organised on an interactive basis : each delegate will be able to comment on what the speakers say or to ask questions using Twitter or SMS.

Contact: recherche.igpde@finances.gouv.fr

[register on-line](#)

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