



Monthly Notices on Public Management

IGPDE – Research Bureau

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. 53 – United Kingdom



The British public healthcare system serves as a staging area for functionally decentralised and partially privatised management schemes and is being thoroughly overhauled. A recent scandal offers an opportunity to take stock of reforms in this sector.

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Public management news

1 - Performance management (budget, indicators, audits, etc.)

Germany



The Audit Office for the *Land* of [Saxony-Anhalt](#) has strongly criticised the current government's **refusal to merge** the three police directorates (for Dessau, Halle and Magdebourg), as it had recommended. In an audit report drafted in 2011, the Office had estimated the **additional cost for 2008 at €6.9 million**. In 2009, Minister for the Interior Holger Hövelmann (SPD) called for the merger of two directorates, but the Minister-President, Wolfgang Böhmer (CDU) **exercised his prerogative** (*Richtlinienkompetenz*, or regulatory power) to keep things as they were. Today, the two parties have switched position, and the situation remains exactly the same.

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United States



In the future, the Securities and Exchange Commission will play a larger role in **enforcing "municipals"**: securities issued by states, cities and counties. As it turns out, a number of government entities are issuing bonds without having enough money to cover them, and the SEC has just **reprimanded the state of Illinois** for misleading and not providing information to investors about the condition of its public pension programme. This is only the second time in the history of the US that the SEC has taken action against a state, but the Commission has announced that actions against securities fraud will increase in the future.

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<p>Netherlands</p> 	<p>On 28 March 2013, the Netherlands Court of Audit published a second multiyear report on the efficiency of large-scale government ICT projects. At the end of 2011, the government was carrying out 49 large projects with a total estimated cost of more than €2.4 billion. The Minister for Housing and the Central Government Sector accepted the Court's recommendations, with the exception of a recommendation that all CIOs be appointed to their ministries' management boards. The Court regrets this decision because, in its words, "it is vital to strengthen a CIO's involvement in the policy field" and "the supply of information is vital to steer policy implementation accountability". more...</p>
<p>Portugal</p> 	<p>On 5 April 2013, Lisbon's Constitutional Court rejected four of the government's nine austerity measures to reduce the country's debt. These include the elimination of a 14th month of salary for civil servants and pensioners, which was introduced in 2012. The Court's president, Joaquim Sousa Ribeiro, defended the decision, stating that "it is laws that must be adjusted to fit the Constitution, not vice versa". The Court's decision has retroactive effect to 1 January 2013. Two days later, the government, after having indicated that "this loss of earnings threatens the country's ability to meet the objectives agreed on with the Troika (EU, ECB and IMF)", announced "a new series of drastic cuts in public services". more... D, more... 2</p>
<p>Senegal</p> 	<p>At a Cabinet meeting on 10 April 2013, President Macky Sall presented a communiqué on public administration modernisation efforts. The primary goal of these efforts is to lay the groundwork for a "performance culture" in public services. To do so, he expressly requested each Ministry to undergo an audit carried out by the General Delegation for Government Reform and Technical Assistance (DGREAT). In the President's words, "following the DGREAT audit, a medium-term strategic plan must be submitted and performance contracts based on measurable indicators must be adopted". more...</p>

2 - Organisation and provision of public services

<p>Brazil</p> 	<p>The Ministry of Social Development and Fight against Hunger (<i>Desenvolvimento Social e Combate à Fome</i>) has just launched a web portal (Mapa de Oportunidades e Serviços Públicos) that lists every government department in every municipality providing welfare and healthcare services to the most disadvantaged. The site is currently managed by the Ministry, but is expected to be updated at the local level starting in mid-2013. Aware of the fact that not all of the target population will be able to access it, the site's creators have also published a version in the form of a guide for local welfare services. more...</p>
<p>Norway</p> 	<p>According to a recent OECD report on Norway, the rate of employment of people with mental health problems is low, despite healthcare spending that is among the highest of OECD countries. One in five Norwegian workers and one in two unemployed people have a mental disorder. Spending on sickness and disability benefits is the highest in the OECD. The report puts the blame on the generous welfare system, under which sick-listed employees receive 100% of their wages for a full year and disability benefit claims are seldom rejected and rarely reassessed. The report's recommendations include a call for greater co-operation between psychiatric services and the Labour and Welfare Administration (NAV). more...</p>
<p>United Kingdom</p> 	<p>The government has announced its intention to expand the use of Mutuals, which involve private financing for organisations that deliver public services. According to Rannia Leontaridi, head of mutuals at the Cabinet Office, with the exception of the police and army, very few government bodies could not become mutuals. The expected benefits include lower absenteeism, greater user satisfaction, savings in the public sector's £16bn-per-year IT bill, and faster and more efficient development of solutions such as remote healthcare. Nevertheless, there are risks to these cooperative approaches (resistance by civil servants to this form of privatisation, and the appearance of multiple small, sometimes overlapping and fragile structures) as well as hurdles to introducing large-scale or national projects. more...</p>

Sweden



According to a recent report by the OECD, drawn up **at the request of the Swedish government**, although Sweden leads in many areas, it could improve its **public innovation policy**. The OECD's recommendations include boosting cooperation between the country's universities and industry, coordinating programmes carried out by a large number of autonomous agencies, creating more innovative public services and using public procurement to stimulate innovation. In conclusion, the report recommends rolling out a **more integrated and more strategic policy to support innovation** in every sector of the economy (public, private, academic, industry, and services).
[more...](#)

3 - Service quality, user relations and e-government

United States



According to a recent report by US Public Interest Research Group, all 50 states have made significant improvements **in the area of online transparency**. Budgets, expenditures, public tenders, subsidies and the like are all available online everywhere, whereas in early 2010 only 32 states offered access to this type of data. The report **assigned grades to each state based on ease of access and the amount of data available online**, with the top marks going to Michigan, Texas, Illinois, Florida, Oklahoma and Maine. It gave failing grades to five states (California, Hawaii, North Dakota, Wisconsin and Wyoming), which offered only limited information that was difficult to access.
[more...](#)

Lithuania



Linus Linkevičius, Minister of Foreign Affairs, **has issued a recommendation for ambassadors** to "take better advantage of new means of communications, **including the social network Twitter**, for dissemination of information, as they are solid additional tools of **providing information to a larger audience** about their operations, which is extremely important during the period of EU presidency." The minister justified his request by pointing out the experiences of other countries, including the United States, the UK, Slovenia and Sweden.

Twitter is used **at the highest levels in Lithuania**: President Dalia Grybauskaitė posts tweets in English, and Lithuanian-language tweets are issued by the office of Prime Minister Algirdas Butkevičius.

[more...](#)

Turkey



Turkey's Public Inspection Office has given its approval for the creation of the **country's first ombudsmen**, who will report to Parliament. Citizens may submit complaints via [a website](#) or in person in any regional governor's office. They must be given a reply within six months. Led by a former judge, the new **Public Monitoring Institution** (KDK in Turkish) consists of six members; its primary goal is to **improve public services and government practices**. Complaints will be accepted in Turkish, English, Kurdish and Arabic), but only those written in Turkish will be processed free of charge.

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Vietnam

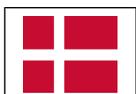


Following Prime Minister Nguyen Tan Dung's announcement of plans to **reform the country's public administration**, a 13-point questionnaire will be distributed in order to gauge **public service quality and attitudes of civil servants**. According to the Administrative Procedure Control Agency (APCA), the **results will be used as a reference** for the advisory panel on administrative procedures reform to advise the Prime Minister on upcoming key tasks. The project was launched by the APCA and the International Finance Corporation during a joint workshop held in Hanoi on 28 March. This new form of survey will help ensure a **more objective assessment** of reforms underway.

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4 - Human resource management

Denmark



A widespread strike by teachers has paralysed Denmark since 2 April. The cause of the conflict is a collective bargaining agreement dubbed "[OK 13](#)", drafted by the **Agency for the Modernisation of Public Administration** on behalf of the central government and the Local Government Association (KL). The trade unions claim that they were not consulted, which they consider to be disrespectful of the Danish model. The measures primarily have to do with **reorganising working hours** (elimination of paid lunch breaks and an increase in the length of the working week) and should, according to finance minister Bjarne Corydon, "**result in annual savings** of 2 billion Danish krone.

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

Spain



The government has recently authorised **retired civil servants to supplement their pension with salaried work**, which is already possible for private-sector retirees. The regulations governing civil servants, as set out in the Decree of 30 April 1987, have been amended as a result. Those concerned may also contribute to "any public Social Security scheme". According to the government, the goal is to "**facilitate the life of senior citizens by extending their professional activity**". However, these measures apply only to civil servants who retired after 1 January 2009.

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India



A proposal by the Union Public Service Commission (UPSC), the central body responsible for **civil service exams**, to give more weight to exams written in English has created an uproar in Parliament. Following three adjournments, the notification was suspended. India is a federation of 28 states with a **wide linguistic diversity**. The Constitution currently recognises 22 languages. English is widely used in the government, but it is spoken by only a small portion of the population. Members of the opposition rejected the proposal in the interests of equal opportunity, since **favouring English speakers** is tantamount to favouring the country's elites.

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Slovakia



On 10 April 2013, the government announced that it would spend €1.02 million to **create 275 new jobs in municipalities**, primarily for young people. The measure, part of a wider, €50 million programme to **support youth employment**, was formalised by the **signature of 203 agreements** with local Labour, Social Affairs and Family Offices and municipalities across the country. In particular, Slovakia wishes to contribute to the development of the region around Košice, the country's second-largest city and [European Capital of Culture 2013](#).

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Taiwan



On 21 March, the Ministry of Civil Service issued a **proposal for civil service pension reform**, which was presented as a "concession" from the original January plan. The new proposal would **increase the government's contribution** to each civil servant's pension fund by **10%**. The National Civil Servant Association immediately denounced the proposal, claiming that it was "simply delaying the death sentence for retirees". According to the ministry's new proposal, starting in 2016, pensions will be based on the **average of civil servants' income in their last 10 years in service**. In 2021, the average will be based on the last 15 years in service. Currently, pensions are calculated on the basis of the final month of salary.

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INSTITUTE FOR PUBLIC MANAGEMENT AND ECONOMIC DEVELOPMENT (IGPDE)

Publication Manager: Mylène Orange-Louboutin, IGPDE Executive Director
Editor-in-Chief: Philippe Mazuel, Director of Research
Publication Coordinator: Jean-François Adrian
Editorial staff: Jean-François Adrian, Fatima Arrag, Geneviève Craspay, Claire Fargeot-Boll, Antoine Sevestre
Layout and graphic design: IGPDE / Research Bureau

MONTHLY PUBLICATION - ISSN 2105-0740



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