

Administrative Management in Europe

Results from the feedback by CDDG Delegations

Prof. Dr. Joachim Beck

joachim.beck@hs-kehl.de

Comparison of Administrative Profiles – The big diversity of Europe 28

Administrative Profile I	State Ratio	Public Employment Ratio	Share of Civil Servants	Openness of HR-System	Power Distance	Number of administrative levels	Centrality of implementation	Fragmentation of local Government (No./Inhab.)	Regulatory-Intensity	Transparenz /Accountability.	Digisation of Public Service Delivery	Management-/ Organisational-Capacity
A	5 (49,47%)	2 (15,61%)	5 (63,48%)	2	4 (57,28)	6 (4,3)	3	6 (7.883/2.713)	5	3	3	3
B	6 (51,8%)	1 (15,19%)	1 (30,4%)	1	2 (36)	5 (4)	1	5 (4.593/10.250)	3	5	4	4
C	4 (46,6%)	6 (21,47%)	2 (31,22%)	6	1 (35)	2 (2,4)	3	2 (212/31.988)	2	6	6	5
D	1 (38,6%)	4 (16,03%)	4 (59,33%)	5	3 (40)	1 (2,3)	4	1 (144/118.181)	1	4	5	6
E	2 (45,5%)	5 (17,75%)	3 (55,43%)	4	6 (75)	4 (3,2)	5	4 (3.706/5.488)	4	2	2	2
F	3 (46,7%)	3 (15,78%)	6 (64,93%)	3	5 (71,33)	3 (3)	6	3 (2.095/47.628)	6	1	1	1

Expression: 6= Comparatively higher ←-----→ 1= Comparatively lower

A= Continental European-Napoleonic Profile: France, Luxembourg, Italy, Spain, Portugal, Greece, Cyprus

B= Continental European-Federal Profile: Germany, Austria, Belgium

C= Nordic-Scandinavian Profile: Finland, Denmark, Sweden, Netherlands, Estonia, Latvia, Lithuania

D= Anglo-Saxon Profile: United Kingdom, Ireland, Malta

E= Middle-Eastern European Profile: Ungarn, Polen, Tschechien, Slowakei

F= South-Eastern European Profile: Bulgarien, Rumänien, Slowenien, Kroatien

Source: Own calculation based on BMF Monatsbericht Februar 2021; OECD Government at a Glance 2021, S. 101 / <https://doi.org/10.1787/888934257337> ; Nick Thijs/Gerhard Hammerschmid/Enora Palaric (2018): A comparative overview of public administration characteristics and performance in EU28; Brussels 2018 (study commissioned by DG Employment, Social Affairs and Inclusion; Statistica 2023/International Country data

Thematic scope of empirical studies on Administrative Management

- **Public Task policy** (e.g. privatisation/re-nationalisation, de-/reregulation, strategic planning, impact-assessment...),
- **Organisational policy** (e.g. territorial reform, functional reform, new forms of organisation..)
- **Personnel policy** (e.g. personnel status, career structure, remuneration systems, personnel recruitment, personnel development...)
- **Financial management** (e.g. budgeting, controlling, cost and performance accounting, double-entry budgeting, investment cost accounting, accounting, vertical financial relations...)
- **Digitalisation management** (introduction of electronic record keeping, further development of the digital infrastructure, expansion of e-government and other "e"-solutions/offers...)
- **Open Government:** New approaches to promote transparency, improved participation of target groups and citizens; expansion of collaborative approaches with other administrations and/or target groups in the development or implementation of public tasks...).
- **Other approaches** to administrative modernization



Both at
macro-level
micro-level
European level



Vertical, horizontal and
thematic comparison

Key-analytical questions of the research-project:

- 1. What approaches to good administrative management can be observed in practice?**
- 2. Which tendencies of administrative modernization are actually implemented / how concretely are they designed?**
- 3. What similarities / differences can be observed between different countries?**
4. Are there differences between approaches at the national level (= macro level) and approaches at the individual organizational level (= micro level)?
5. Are there particular patterns of administrative management in the European institutions (European level) ?
6. How do practices from states affect the European level? What repercussions can be traced back from the European level to the state/regional/local level?
7. Which explanatory factors are particularly plausible?

Presentation of first results based on feedback of CDDG national delegations

Responses coming from 16 Member States :

4 „Western Europe“: UK, D, B, NL

2 „Northern Europe“: FIN, Lativa

6 „Eastern Europe“: CZ, Croatia, Serbia, Moldova, Slovakia, Slovenia

4 „Southern Europe“: Andorra, Spain, Portugal, Greece

Feedback item/modernisation-field (total of 16 answers)

Public Task policy

privatisation/re-nationalisation= 0

de-/reregulation= 5

strategic planning= 5

impact-assessment= 7

Other=4

Organisational policy

territorial reform= 10

functional reform= 7

new forms of organisation=7

Other=1

Personnel policy

personnel status=7

career structure=9

remuneration systems=8

personnel recruitment=11

personnel development=11

Other=7

Financial management

Budgeting=8

Controlling=3

Cost and performance accounting=4

Double-entry budgeting=1

Investment cost accounting=1

Accounting=2

Vertical financial relations=3

Others=1

Digitalization management

Introduction of electronic record keeping=7

Further development of the digital infrastructure=11

Expansion of e-government and other "e"-solutions/offers=12

Others=4

Open Government:

New approaches to promote transparency=14

Improved participation of target groups and citizens=12

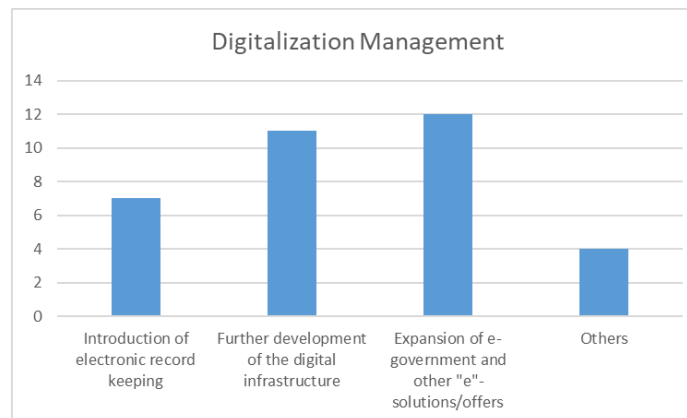
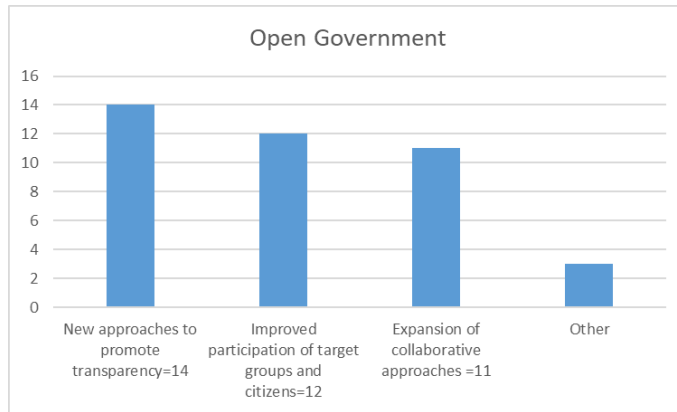
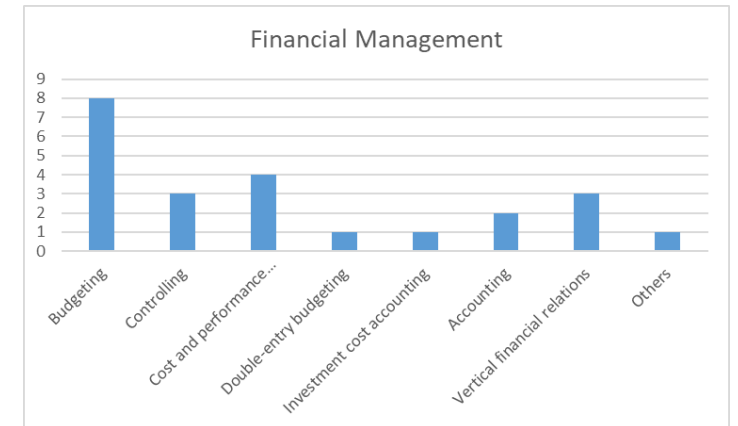
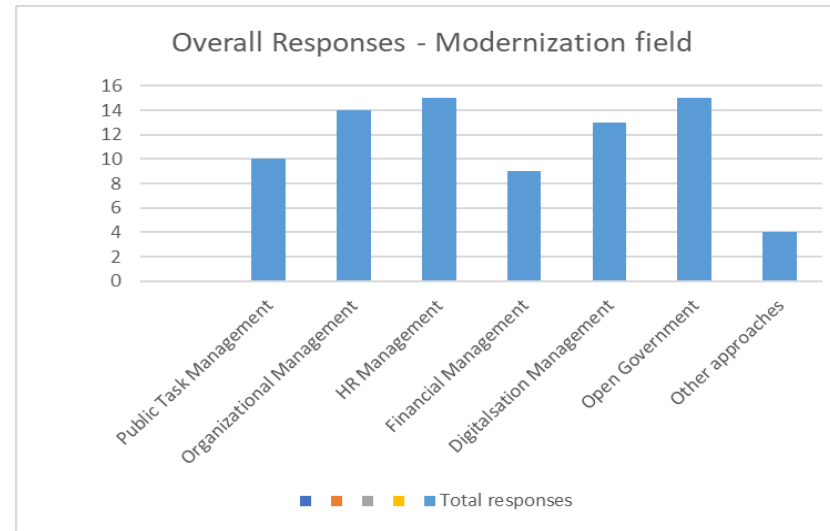
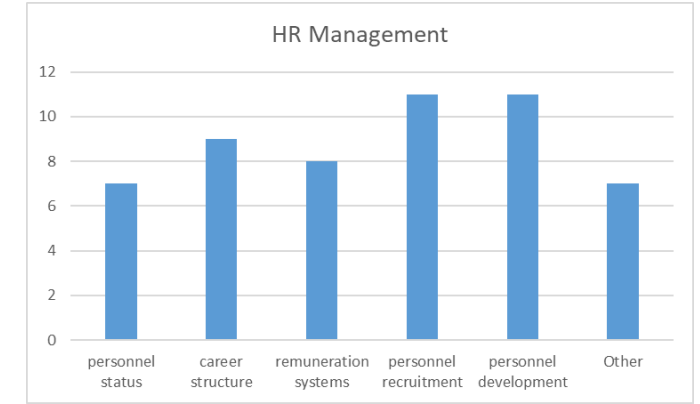
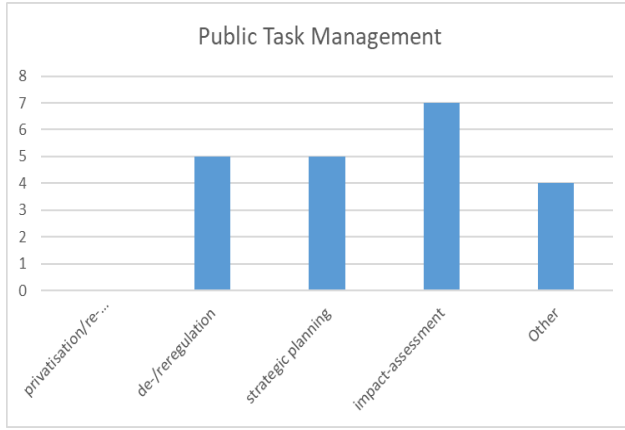
Expansion of collaborative approaches with other administrations and/or target groups in the development or implementation of public tasks=11

Other =3

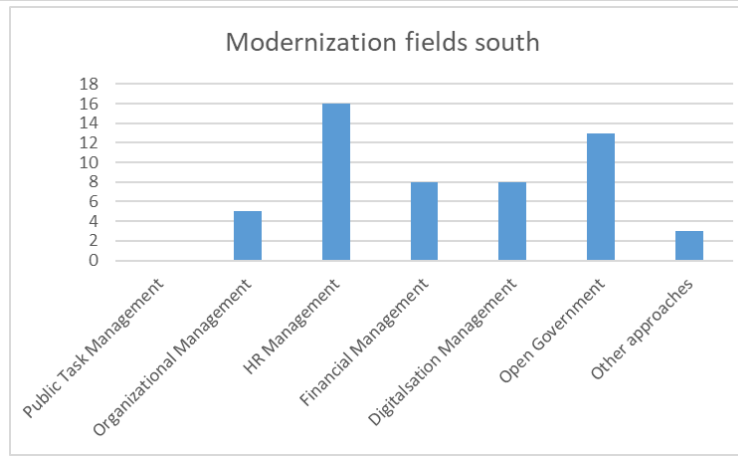
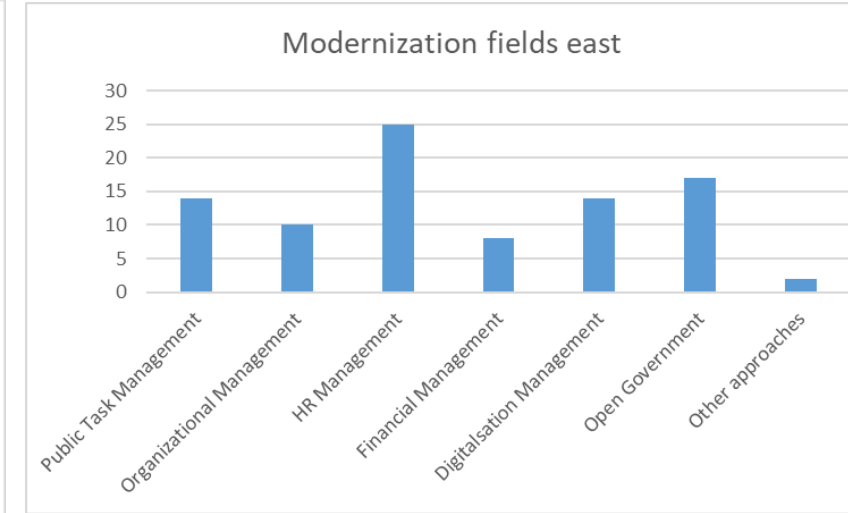
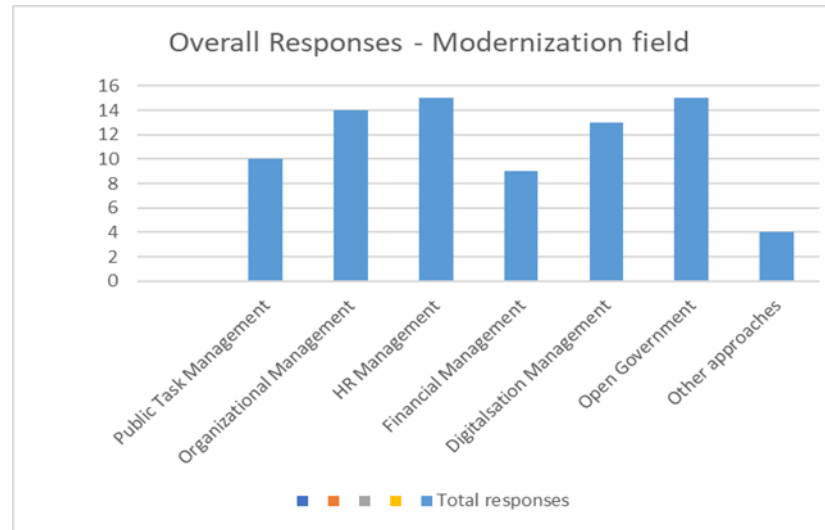
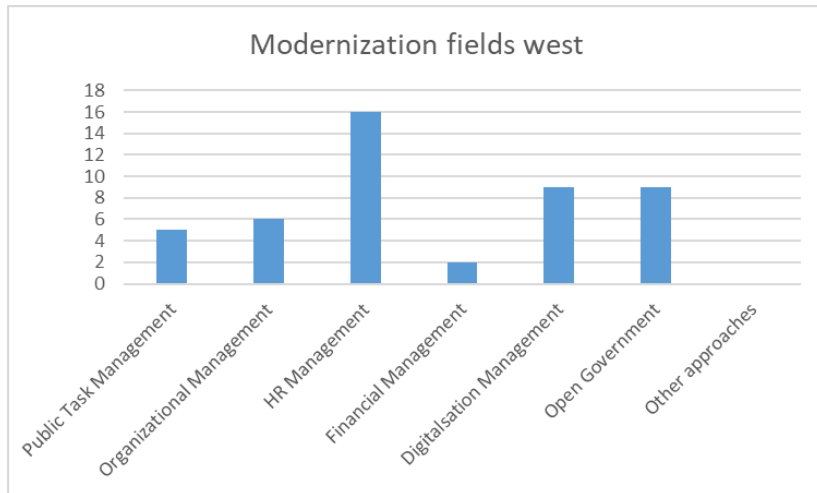
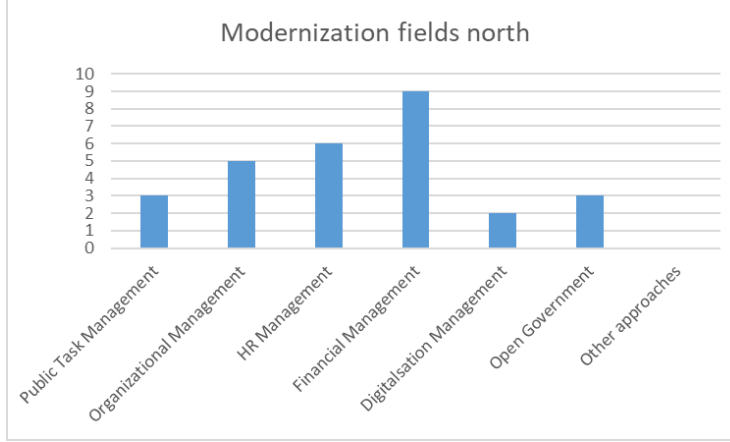
Other approaches to administrative modernization =5

N=201; average/item= 6,28

Overview all responses

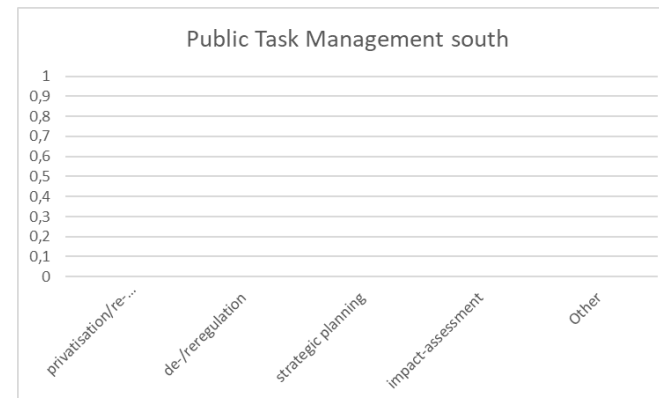
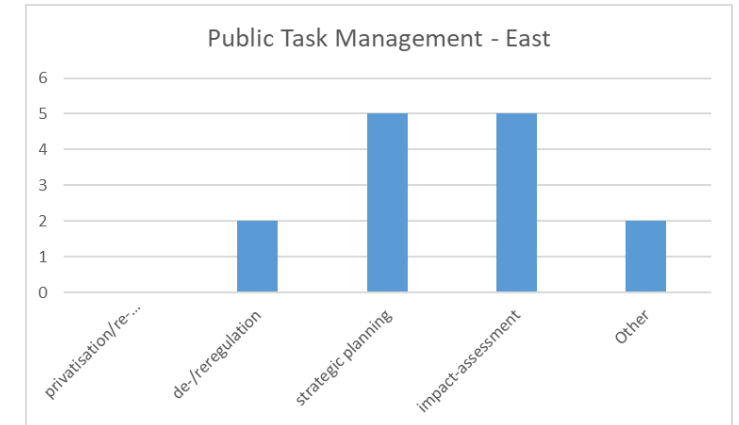
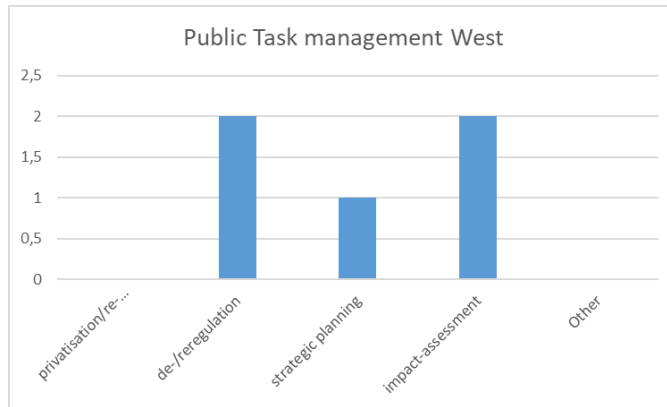
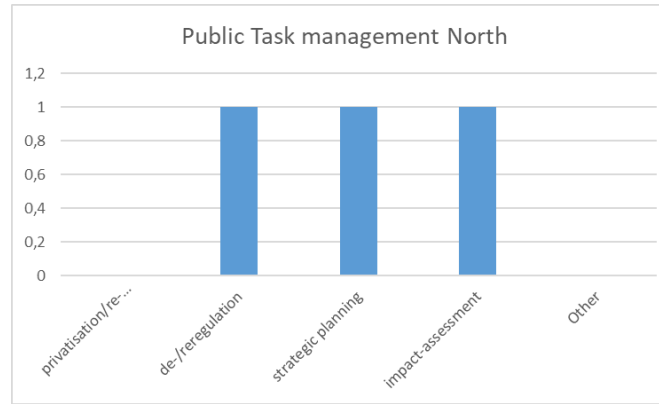


Overview Modernisation fields per country-cluster



Modernisation field

Task Management per country-cluster



Examples:

- Germany: Regulatory Impact Assessment** (§ 44ff GGO); **National Impact Assessment Board**; ongoing legal simplification approaches;
- United Kingdom: Regulation of housing** (new quality standards in private and social housing; sanctions for landlords not meeting standards)
- Finland: Anticipatory Innovation Governance** (dynamic governance model enabling efficient governance of transformative change, incorporating anticipation as a fundamental aspect), **Action Plan for Better Regulation** (renewed guide for regulatory impact assessment, network for impact assessment, Finnish Council of Regulatory Impact Analysis)
- Slovenia: Public Administration Development Strategy** (2015-2020) (Deregulation, Improvement of strategic planning, Impact Assessments)
- Slovakia: De-Regulation** (introduction of the 1in2out principle -2021), **Strategic Planning** (Recovery and resilience plan of Slovakia - 2021) **Impact Assessment** (Unified Methodology for the assessment of selected impacts -2016), Introduction of the **ex post evaluation of regulations affecting the business environment** (2022), **Reduction of administrative burdens to businesses** (2020, 2022); **Value for Money unit** (VfM) was established at Ministry of Finance: Spending reviews - at least 50% of public spending needs to be reviewed every election cycle. Analytical units newly established in all line Ministries
- Serbia: Strategic Planning** (Law on Planning system: Linking policy planning with budget planning; quality standards in planning and compliance; Emphasis on monitoring and reporting) **Monitoring progress** in the area of public administration and public finance reform

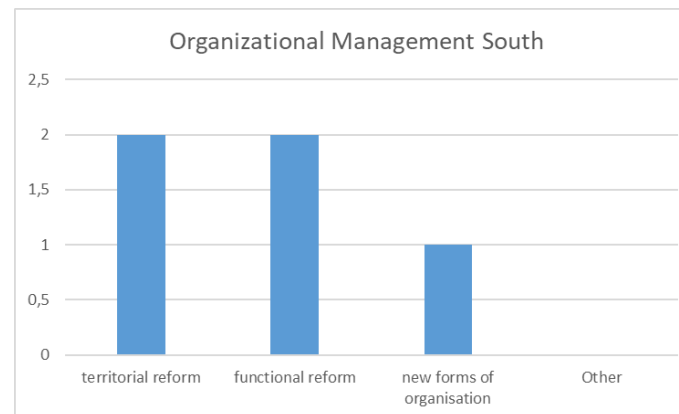
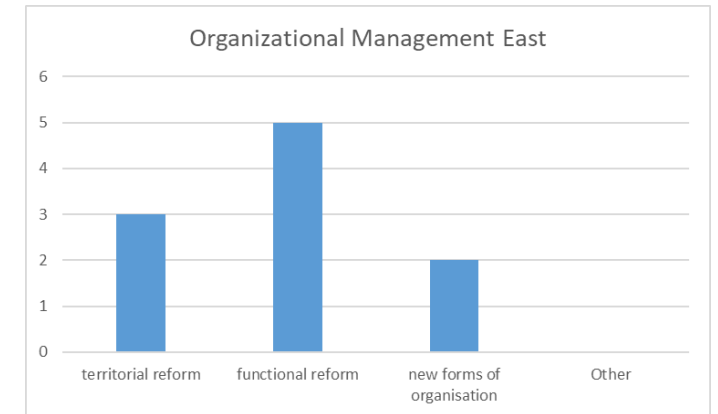
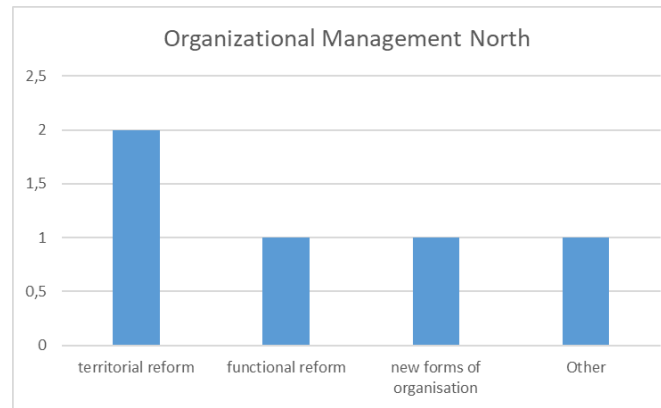
-Croatia: Reform of the Strategic Planning System in Croatia (implementation of legislative and new methodological framework since 2020; 3 key projects „Support to the establishment of a strategic planning system at the national level – CRO-Strategy“; „Framework for Assessing the Performance of Public Policies“; „Improving costing in government policy-making and strategic planning process“); **Recovery and Resilience Plan** (strengthening mechanisms for integration / management of public policies and professionalization of strategic planning)

-Moldova: Strategic planning (Government Decision (GD) No. 386/2020 on the planning, elaboration, approval, implementation, monitoring, and evaluation of public policy documents; Methodological Guide on integrating at the national level the provisions of the National Development Strategy into planning documents, public policy documents, and normative acts) **Impact Assessment** (Law no. 235/2006 on principles of business regulation and by the Law no. 100/2017 on normative acts; Guideline on ex-ante analysis for policy documents)

-Czech Republic: Introduction of a **mandatory Corruption Impact Assessment (CIA)** as integral part of the Regulatory Impact Assessment (RIA) ; pilot project to create conditions for the **systematic improvement of regulatory environment** in the Czech Republic; strengthening **both ex-ante and ex-post evaluation** of impacts

Modernisation field

Organizational Management per country-cluster



Examples:

-**Belgium:** Territorial reform: **Voluntary amalgamation or merger of municipalities** in Flanders (Region of Flanders stimulates the merger of municipalities and assists the municipalities in their merger trajectories->new municipality-creation until 2025), **Sub-regionalization in Flanders** (increasing supra-local capacities -> creation of 15 reference subregions)

-**Germany:** New forms of organization: Creation of **horizontal project teams and innovation units** within the Federal Government (increasing agility and sustainability of public administration); **Shared Service Centres for Digital Services** at Laender Level

- **United Kingdom:** Territorial/functional reform (Empowering local leaders and communities by extending, deepening and simplifying devolution: **devolution framework and devolution deals at county-level**)

-**Latvia:** Territorial reform (2019–2021 **merging former 119 local governments into 43 local authorities:** 7 State cities (valstspilsēta) and 36 municipalities (novads))

-**Finland:** Territorial reform (from 1st January 2023: Forming of **21 wellbeing services counties** in Finland as part of Healthcare, social welfare and rescue services reform « soteuudistus »), functional reform (Promotion of **multi-location working; Joint customer service points**)

-Slovenia: Territorial reform (establishment of **administrative districts as a uniform regional structural organisation** of the administration, however the establishment of regions has not been carried out yet), functional reform (based on the functional inspection carried out, certain **functions that are currently dispersed in organisations within state administration to be sensibly merged or rationalized**), new forms of organization (**decentralization and integration of tasks**)

-Moldova: Territorial reform (new **Strategy for Public Administration Reform**: integrated approach to central and local public administration reform, the project is being developed in a participatory manner), functional reform (**Unified Public Authority Assessment Methodology** for the implementation of the policy consolidation initiative developed, **functional and procedural reviews of public authorities** are to be carried out to identify potential efficiency gains; Concept of the Public Administration Reform Strategy of the Republic of Moldova 2021-2024)

-Croatia: Functional reform (Following the Law on the State Administration System from July 2019: With the entry into force of special laws on 1 January 2020, the **units of regional self-government-counties were entrusted with certain tasks of the state administration** related to the direct implementation of laws in the first instance and other administrative and professional tasks - the **former 20 state administrative bodies/state administration offices in the counties - stopped working and existing; further reduction in the number of state administration bodies** followed the entry into force of the new Law on the Organization and Scope of State Administration Bodies in July 2020; administrative organizations within ministries are managed by **directors** who are senior civil servants, and who are **appointed by the Government of the Republic of Croatia for a period of 4 years** after a public competition for the job)

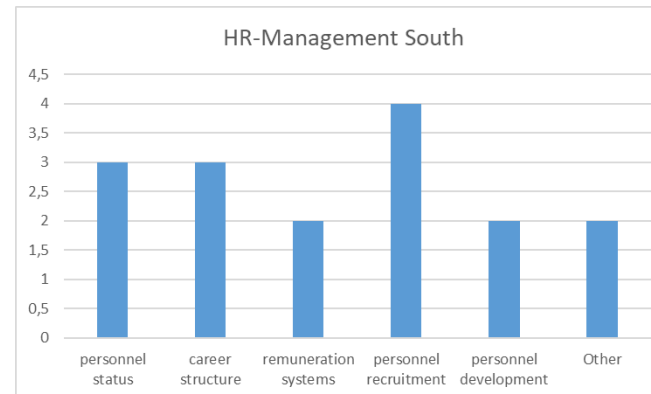
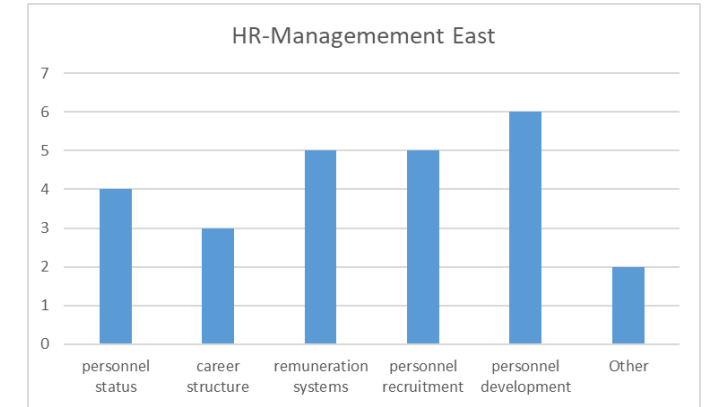
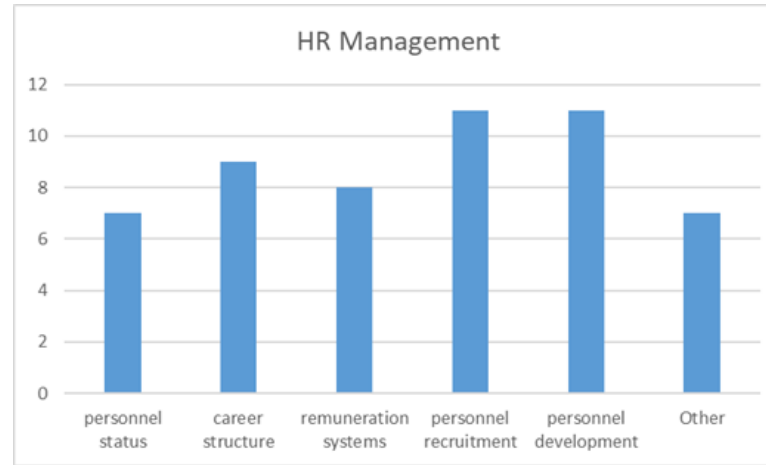
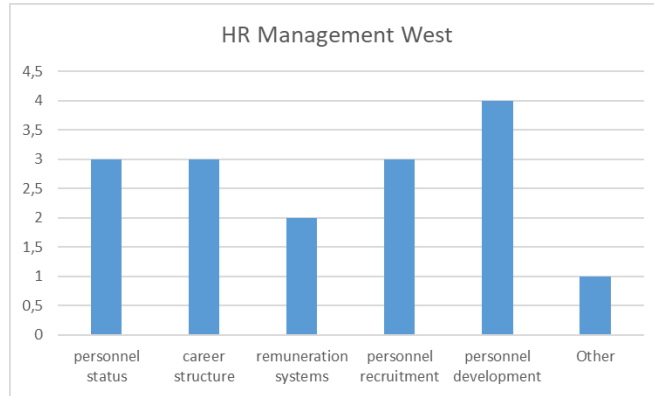
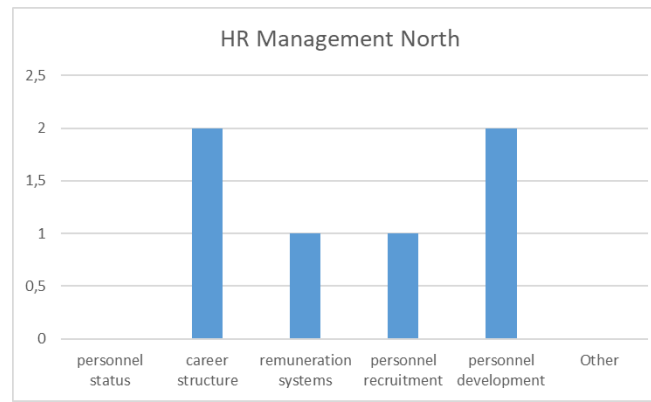
-Czech Republic: Territorial reform (Act No 51/2020 Coll. on the **Territorial and Administrative Division of the State**: divided the territory of the Czech Republic into the **administrative districts of regions** (performance of state administration) , **administrative districts of municipalities** with extended powers, and **districts as so-called further territorial administrative divisions**; as a result, **the system of division** of the Czech Republic in the territory **has been substantially simplified** compared to the previous situation), functional reform (Strategic framework for the development of public administration in the Czech Republic for the period 2014-2020, with strategic objectives; Concept of client-oriented public administration 2030 (CPA), with strategic objectives and 137 particular measures)

-Greece: Territorial reform (Law 3852/2010 the “Kallikratis” Programme: **totally redesign and new architecture of local government and decentralized administration** - setting up of **13 elected regions** (replacing 76 existing administrative units), mergers of municipalities and communities according to single and objective criteria: **325 new municipalities** (replacing 910 municipalities and 124 communities), creation of **7 decentralized administration authorities** (replacing 13 previous state regions); functional reform (Law 4674/2020 provides for the setting up of **local government development agencies** which are responsible for carrying out state aid actions, making use of financial tools and managing special, development and investment programmes funded by national or community resources)

-Portugal: Territorial/functional reform (Portugal has established a **deconcentrated regional governance, reinforcement of the role played by the intermunicipal communities**, creation of 21 inter-municipal communities (IMCs); **Creation of the Mission Unit for the Enhancement of Inland Territories** by Decree-Law No. 251-A/2015 of 17 December to implement and supervise a National Program for Territorial Cohesion (PNCT), as well as promote measures for the development of inland areas,

-**Spain: Functional Reform** (Resolution of the Council of Ministers n.º. 55/2020 of 31 July: “Strategy for Innovation and Modernization of the State and Public Administration 2020-2023”: **Definition of four transformation axes:** I) Investing in people; (II) Develop management; (III) Explore technology; (IV) Reinforce proximity, definition of 1100 proposals; Framework Law on Decentralization - law 50/2018 of 16 August: The main objective of this process is to **bring public management closer to the populations, in a budget-neutral way. Transfer of responsibilities to local authorities and intermunicipal entities** took place between 2019 and 2022, financed by the Decentralization Financing Fund (FFD) provided by the State Budget (around 843,3 M€ from April to December 2022: around 729,6 M€ for the education sector; around 70,5 M€ for the health sector; around 42,3 M€ for social support; and, close to 0,9 M€ for the culture sector).

Modernisation field HR-Management per country-cluster



Examples:

-**The Netherlands:** Status (Standardization of Civil Servant Status Act (Wnra): as of January 1, 2020, most **civil servants have the same rights as employees in the private sector**. Private employment law now applies to civil servants); recruitment (job profiles: **shift from a person-oriented approach** ('person-job fit') to the approach from the organization, assignment and task ('**person-environment fit**')); other (the **central government is switching to hybrid working**).

-**Belgium:** Status (Government of Flanders (= ± 29,000 staff members) approx. 70% are permanent civil servants and 30% are contractually appointed -> **future: the starting point will be contractual employment, appointment as a civil servant only in a number of well-defined positions of authority**), career structure (local government: **overcoming career structure fixed by law** - more freedom to the local authorities to construct their own career structures); remuneration system (plans to **move towards a single salary scale per grade**, eliminating the **distinction between permanently appointed civil servants and contractual staff**, introduction of **performance allowance** up to 15/20% of salary), personnel development (since September 2019: (digital) **Learning Management System (LMS)**) other (**whistleblower protection in line with ombudsman**)

-**Germany/Saarland:** Personnel recruitment (Saarland Council of Ministers adopted an **interdepartmental strategy for modern recruitment** in March 2020; personnel development (in order to increase the motivation and loyalty of the employees to the employer, **strategic and individual personnel development measures** are taken, e.g.:

- **Systematic occupational health management** as well as specific approaches in the area of mental health (most recently interdepartmental mental stress analysis); Numerous **training opportunities** for employees and leaders; **Flexible re-entry models** to reconcile family and career

-Latvia: Career structure (State Civil Service Law from 2 July 2022: Civil servants - heads of institutions will have **set terms for holding a position max. 2x 5 years**); remuneration system (Law on Remuneration of Officials and Employees of State and Local Government from July 2022: **Increasing attractiveness of the public employment** employee in public institution will receive 80 % of salary to similar positions in private sector); personnel development (**Learning and development plan** for public administration employees 2021-2027, adopted by Cabinet of Ministers on 13 August 2021)

-Finland: Programme of Prime Minister Sanna Marin's Government December 2019: 1. **Competence development** (Human resources planning and capabilities, Foresight, Different forms of learning throughout working career), 2. **Promotion of mobility** (Work lab 2.0., Network of government HR management (HJF)), 3. **Employer image** (Employee experience/New travel strategy 04/2021/Reform of employee experience survey, Applicant experience and communication/Model for communications with applicant/Cooperation between and joint induction for trainees and students/Promoting diversity), 4. **Management work** (Promoting multi-location and location independent work, digital "enabler" program for mid-level managers in central government)

-Slovenia: Personnel status (**Competency model established in state administration**: determining competences for individual jobs or groups of jobs, establishing the verification system or establishing individuals' competences and establishing the system for maintaining and upgrading the required competences of employees.), career structure (**use of the competency model in human resources processes** in the broadest sense enables the provision of the right people in the right jobs and a more optimal use of the potential of employees); remuneration systems (renewed system of human resource management and **suitable remuneration** at the level of entire public administration and public sector); personnel recruitment (**system of mandatory circulation of civil servants** for posts and tasks bearing the risk of corruption), personnel development (Strategic Government document providing **clear development guidelines**)

-Slovakia: The Government office of the Slovak republic is preparing the **reform in the remuneration and leadership in the civil service** (modern and effective remuneration system; link remuneration to career growth and development; open discussion on the importance of motivation and non-financial benefits; support the concept of leadership and potential leadership; build a system for finding and supporting talents; strengthen the education of leaders and talents)

-Serbia: personnel status (2018: Improvement of normative framework - establishment of a **harmonized civil service system** and a quality legal basis for **improving merit-based employment, evaluating the performance** of civil servants, **strengthening competition** and professional development of civil servants); career structure (**Centre for Career Management of Civil Servants** was established in mid-2018: Assessment and development of competencies for the needs of career development); personnel development (**Strategy of Professional Development of Civil Servants in the Republic** and the **Strategy of Professional Development of Local Government Employees** in the Republic of Serbia: Ministry of Public Administration and Local Self-Government has an active role in creating and establishing a new system of professional development; a network of institutions and implementers of professional development programs and quality control of both professional training programs and those who implement them is being established); The Public Administration Reform Strategy for the period from 2021 to 2030 with the Action Plan for the implementation of the Public Administration Reform Strategy for the period from 2021 to 2025 envisages goals related to **further improvement of the recruitment process in public administration** and an **efficient system for career management** applied in practice: improvement of personnel planning and promotion of the state administration as a desirable employer, improvement of the selection process and introduction of new employees, improvement of the selection procedure, development of an environment for efficient and innovative civil servants, development of institutional and administrative capacities of HRM and strengthening the professionalization of civil servants in position).

-Croatia: remuneration systems (project “The Improvement of Public Sector Wage System in Croatia” in December 2021 – creation of a more equitable, transparent, internally consistent and financially **sustainable wage system**); personnel recruitment (National Program for Recovery and Resilience 2021-2026: implementation of a “**Centralized system of selection of civil servants**” - workload analysis, real needs analysis, online testing of candidates, more transparent and objective selection of candidates, standardized testing and interview procedure, speed up the selection / recruitment process and create more resilient processes and procedures that can contribute to more efficient filling of jobs. The implementation deadline is the end of 2024); personnel development (Development of a **competency framework for public administration employees**, a module with new functionalities for the improvement of the HRM system, **e-state exam**: system and interactive e-learning programs - preparation for taking the state exam)

-Czech Republic: personnel recruitment (draft amendment of the Civil Service Act - **Increasing flexibility of recruitment to civil service**) ; personnel development (training courses free of charge, project « Support of **professionalisation and quality of civil service** and state administration », **Ethics in civil service**-conference and follow up)

-Andorra: career structure currently in study, personnel development: **training, career and performance regulations** that are currently being drafted.

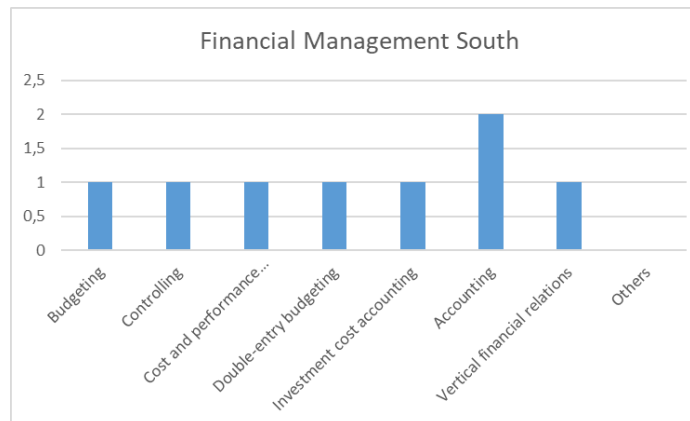
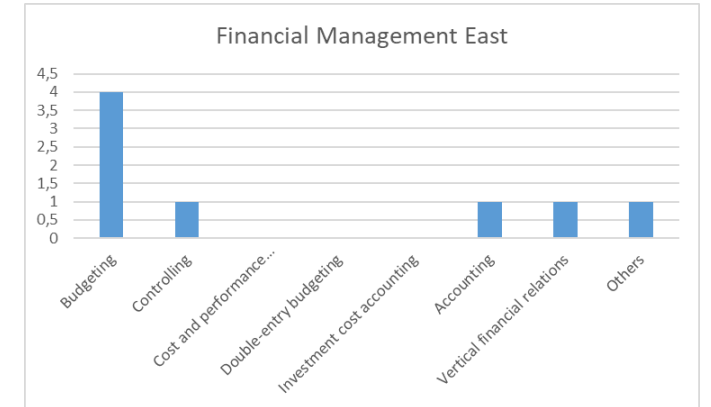
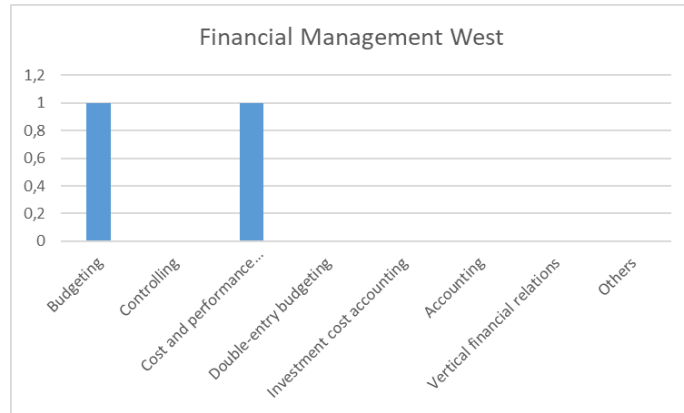
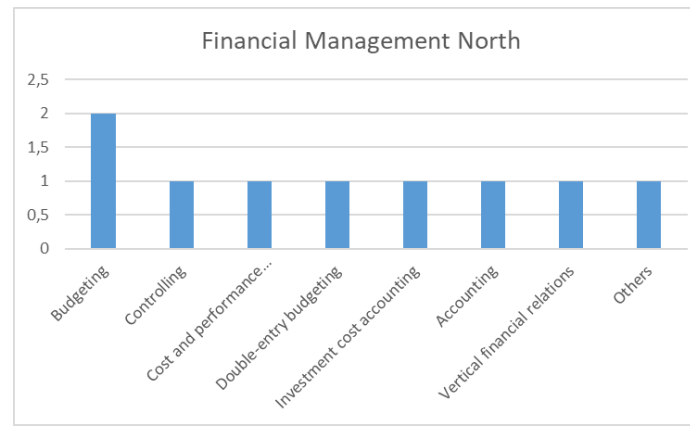
-Greece: career structure (Law 3528/2007: as amendment by Law 4674/2020 to the **conditions, criteria and selection procedure for heads of organisational units**); personnel recruitment (new Law N.4765/21 ‘Modernising the recruitment system in the public sector and strengthening the Supreme Council for Personnel Selection (ASEP)’): **reshape and modernise the recruitment system** in the public sector with the ultimate aim of filling staff posts with the most suitable candidates participating in the competition procedures of the (ASEP)); Modernization of **evaluation system of public administration staff**

-Portugal: personnel structure (as of 2009, the **statutory appointment being applied only to functions that involve the exercise of powers of sovereignty or authority of the State**-> all employees who did not perform the said functions lost their civil servant's status and become public employees); Personnel development (Advanced Training Programme for the **preparation of future leaders** (CAT) established in 2019: Initial and Advanced Training, forming a **highly demanding training pathway**); New rules on the **teleworking regime and the right to disconnect**

-Spain: personnel recruitment (**Holistic strategy** to **reinforce the attractiveness of the Spanish public service**: the need of specific talents such as STEM careers, dealing with territorial disparities, aging of the current public service, etc.); 15 measures such as -Information days in Universities and educational establishments for attractiveness of the public service; - Communication strategy development; -Branding promotion; -Public policies to democratize the access to the public employment (scholarships, exams in all regions, etc.); -Rethink about the recruitment methods to adapt them to the current educative and academic requirements)

Modernisation field

Financial Management per country-cluster



Examples:

-Belgium: Budgeting (**broad reassessment** – conducted in 2021- **of all expenditures** by the 10 departments of the Government of Flanders; an **additional broad reassessment covers social expenditures** attributed to the Government of Flanders level; **Spending rule to achieve a balanced budget**. Expenditure ceiling to be adopted in 2025 to **define the maximum growth path of government expenditure**); cost and performance accounting (2019 implementation of the concept of ‘substantive structural elements’ (‘inhoudelijke structuurelement’): combination of a program budget with structural elements -> path towards **more performance informed budgeting and accounting**)

-Latvia: Budgeting (**Development of budget elasticity**: allowing for rather wide range of carry-overs from one budget year to the next budget year, unspent revenues from foreign financial assistance may be carried over, as well as revenues for services provided; Minister for Finance may **allow a carry-over of payments** for investment projects, goods and services and salaries subject to certain conditions; possibilities of the ministries to **use the unused appropriations of the previous financial year** in the next financial year are expanded)

-Finland: Budgeting (Attempts to overcome the traditionally tight overall “budget control with framing”- function of the Ministry of Finance via **“phenomen-based approach”, “special sector thinking”**); Improving vertical relations: **Advisory Committee on Local Government Finances and Administration**; special report of the development of Local Economy as a whole, and the forecast projection for next years to come

-Slovenia: Budgeting (**Introduction of a programming budget**: mechanism to connect the government’s strategic plans and priority with the drafting of the state budget; Multi-annual planning of public finance to programmes in accordance with the objectives of the underlying policies; **Establishment of an appropriate top-down budget planning process**)

-Slovakia: Budgeting (Each General **Government entity publishes its cash balance sheet** and balance sheet in the ESA 2010 methodology in accordance with EU legislation in the budget documentation; Amendment to the 2004 Act of Budget Rules of the Public Service: Implementation of **overall binding multiannual expenditure ceiling**: all general government entities to exercise greater discipline in the management of their budgets)

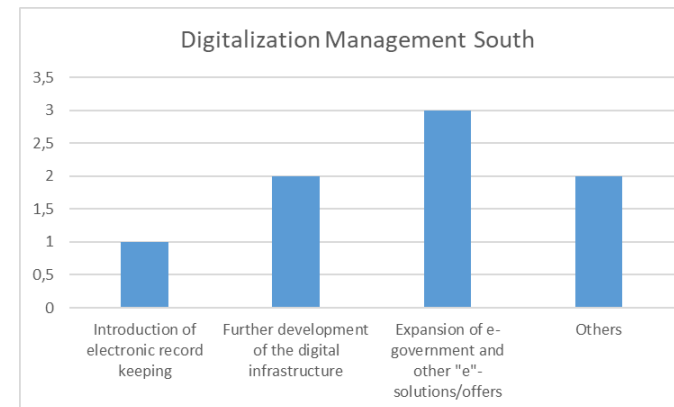
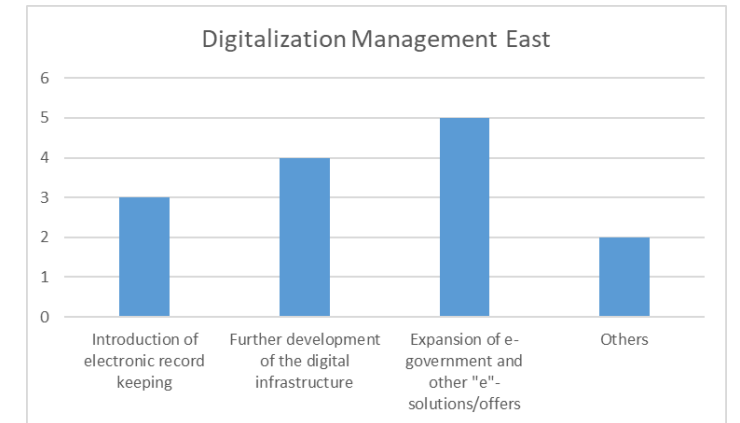
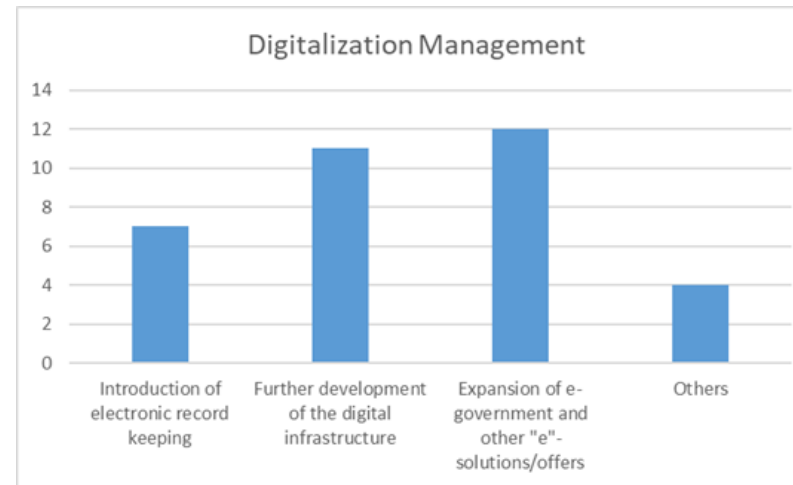
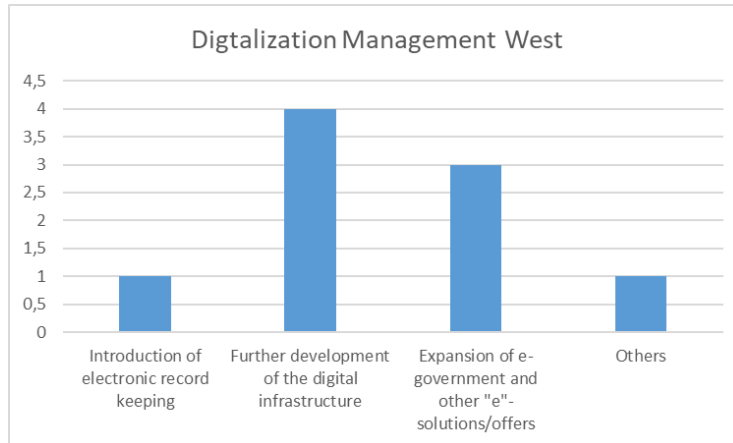
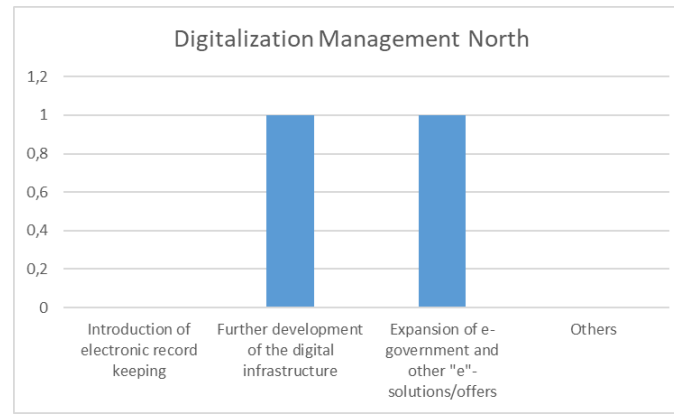
-Moldova: **Updating of the Public Finance Management Development Strategy 2013-2022** (unitary policy framework of seven components): Development of current **information systems for public finance management**, tax and customs administration; development of new systems / modules allowing for a **higher degree of process automation, interoperability** with other systems, facilitation of data exchange and increasing transparency; **Improving the legislative framework** in the field of budget planning and execution, accounting and financial reporting, public procurement; Development of **systems for assessing the satisfaction of taxpayers / economic agents**; implementation of modern training programs, **continuous professional development and certification** in the field of internal audit, public procurement; improvement of **control planning systems** (fiscal, customs, financial) based on risk analysis and consolidation of control actions in areas with high risk of non-compliance

-Czech-Republic: Budgeting (Implementation of **Integrated Information System of the State Treasury (IISST)** completed: tool for public finance management, centralization of state accounting information, consolidation of selected economic indicators for public administration and comprehensive accurate and timely reporting for the entire public sector in accordance with international standards -> **effectively manage state finances and achieve transparency in state budget expenditures**, implement the goals of the state's fiscal policy, operate state liquidity at minimum costs / maximum returns, ensure payments to the public administration, including the **"Single State Account"**, support the management of state assets and liabilities, effectively prepare the state budget, transparently implement the state budget, ensure timely and transparent financial reporting, introduce ex-ante and ex-post controls on expenditure.

-Portugal: Budgeting (1. Budgetary Framework Law (LEO) from 2015: **Budget Framework Law Implementation Unit** is created; budgetary policies adopted to be defined for a medium-term horizon, and to be in line with political priorities from the government; the State and public entities must present a true and appropriate budget execution, financial position and performance of the entity through a three-pronged system, budgetary, financial and management accounting; 2. **Accounting Standardization System for Public Administrations (SNC-AP) 2018**: resolves fragmentation and inconsistencies and makes it possible to provide administrations of a more efficient budgeting and financial system that is more convergent with the systems that currently have been adopted internationally); Controlling (1. Control of budget execution is provided for in Title VI - Chapter III of LEO; 2. At the organizational level, the internal control system comprises a set of rules that are provided for in article 9 of the SNC-AP) ; Cost and performance accounting (Management Accounting in the context of the SNC-AP is disclosed in the NCP 27 standard (Page 7776), intended to **produce relevant and analytical information on costs**, and always that is justified, on income and results, to satisfy a variety of information needs of managers and public officials in decision-making); Double entry budgeting (The Official Public Accounting Plan (POCP), approved by Decree-Law no. 232/97 of 3 September, aimed to **fill gaps in public accounting resulting from the previous State Financial Administration Regime** - Law no. 8/90 of 20 February, The Accounting Standardization System for Public Administrations (SNC-AP) incorporates 25 financial accounting standards converging with IPSAS and a Management Accounting Standard (NPC 27).) Accounting (Consolidated financial information report of the 308 municipalities, **Application of Accounting Standardization System for Public Administrations (SNC-AP) to Local Administration Subsector (SAL)** - SISAL “Information System for the Local Administration Subsector”);

Modernisation field

Digitalization Management per country-cluster



Examples:

-Belgium: New forms of data governance (Flemish government is creating a **Flemish Data Utility Company**: Secure data sharing via creation of Data Marketplace and a Flemish Smart Data Space, Personal data vaults); Infrastructure for 'once only' (Flemish **MAGDA (Maximum Data Sharing between Administrations and Agencies) platform** provides one common service-oriented data exchange infrastructure for all the agencies and departments of the Flemish regional government, and for the 300 local governments); Plug-in/app for 'no wrong door' access to digital government services (My Citizen Profile ('Mijn Burgerprofiel') web page: combination of Flemish and local digital government functionalities - personalized overview of all the data we have on the citizen and all the results of the services we provide for the citizen);

-Germany: Focus on user orientation at Federal level (implementation of the **Online Access Act (OZG)**: By the end of 2022, many administrative services should also be offered online; From 2022, the course will be set for an **Online Access Act 2.0** in order to **meet changing user demands with user-oriented solutions** (evidence-free, application-free, forward-looking); Laender-level (e.g. The **platform verwaltungscloud.saarland** ; introduction of **electronic record keeping DOMEA®** ("Document management and electronic archiving in the IT-supported business process"; expansion of e-government and other "e"-solutions/offers: Digital State Office for Social Affairs, SharePoint collaboration platform, Digital building application, Digitisation Campaign for Municipalities , Model Digital Municipalities; **creation of Electronic Administration for Saarland Municipalities - eGo-Saar**" (Elektronische Verwaltung für saarländische Kommunen) as a service provider for e-government and IT solutions for municipal administrations and associations)

-United Kingdom: further development of the digital infrastructure (By 2030, the UK government **aim to have nationwide gigabit-capable broadband and 4G coverage**, with **5G coverage for the majority of the population**: National Infrastructure Strategy from 2022 - committing to providing £5bn in public funding to roll out gigabit broadband to at least 85% of the country by 2025; £1bn deal with mobile operators to deliver the Shared Rural Network programme; In 2020, the UK Government introduced a **new digital skills entitlement**, giving adults with low or no digital skills in England free access to new digital skills qualifications based on employer-supported national standards. The UK Government continues to work with local leaders to develop **Local Digital Skills Partnerships**)

-Finland: expansion of e-government and other "e"-solutions/offers (Two central cases: 1.) **KELA** Supervised by the Finnish Parliament, Kela is an **independent social security** institution with its own administration and finances; 2) **Finnish Tax Administration** and its digitalisation process)

-Slovenia: further development of the digital infrastructure (**Digital Slovenia 2030 Strategy**: to improve Slovenia's ranking according to the Digital Economy and Society Index (DESI) - priority areas: digital inclusion; digital public services; gigabyte connectivity; smart digital transformation to achieve Society 5.0 and cyber security. In addition, the strategy also covers related content, such as a supportive environment, digital rights, better regulation, innovation, and a proposal for a Slovenian governance model for this area); expansion of e-government and other "e"-solutions/offers (**Digital Government Review of Slovenia** : better leading and coordination of digital transformation of public sector, cooperation among various stakeholders within and outside public sector, importance of coordinated preparation of new strategic documents, promotion of digital skills among employees and general public, development of services in cooperation with end users, and on integrated strategic data management, which may altogether improve transparency and improve confidence in the public sector)

-Serbia: expansion of e-government and other "e"-solutions/offers (Ministry of Public Administration and Local Self Government (MPALSG) **revision of the e-Government programme:** Law on Electronic Government from 2018 provide a comprehensive legal framework that can ensure application of the principles set out in the European Union's eGovernment Action Plan 2016-2020 and Tallinn Declaration on eGovernment; June 2020: adoption of a new e-Government programme (2020-2022) **-development of an efficient and user-centric administration;** April 2022: New Strategy for Public Administration Reform (PAR) for the period 2021-2030: monitor the implementation of activities and the situation in the field of e-government development, initiate and propose to the Government to take measures and activities in order to improve the functioning of e-government and promote the digitalization of public administration; **development of the E-Government Action plan for the period 2023 to 2025** and the revision of the E-Government Development Program based on the findings of the evaluation)

-Moldova: introduction of electronic record keeping (implementation of a **centralized electronic archiving solution** Document store (e-Archive) - data storage system designed for storing, retrieving, sharing and managing document-oriented information); further development of the digital infrastructure (**Hybridization of the MCloud platform: streamline spending on IT services, saving resources, eliminating maintenance costs, increasing the quality of data management, increasing information security, delivering quality services to citizens and the business environment; Universal mechanism for submitting electronic applications for public services (FOD));** expansion of e-government and other "e"-solutions/offers (**M-Wallet:** identity documents, civil status, permissive electronic format; **Remote electronic registration of MobiSign users (e-KYC):** mobile identity and mobile signature service; **e-Notary Core:** electronic solution that helps notaries in their daily work and allows electronic communication between notaries and public entities; **e-APL Core; Electronic auction platform ; M-Operations ; MCabinet ;** Modernization of the e-Reporting portal ; **Accounting solution for SMEs ;** Patient file and electronic prescription; **The government electronic payment service MPay ; MConnect Government Interoperability Platform ; The government electronic notification service MNotify**

-Croatia: further development of the digital infrastructure (**Digital Croatia Strategy** and strengthening inter-institutional cooperation and coordination - establishing a **strategic framework for coordinated and effective digital transition of society and economy**: Improving the interoperability of information systems, Modernization and further development of state information infrastructure as a basis for safe and financially efficient interaction of public administration bodies, Strengthening connectivity as the basis of the digital transition of society and the economy; **Digital Public Administration Infrastructure**: redesigned e-Citizens portal, activities on integration of institutions on the Shared Services Centre (SSC) and all its components has been carried out; **Cloud computing**: ensure the interoperability of public registers and public sector bodies information systems, common elements for interaction with citizens and other users; **High-performance computing**: building a distributed national eInfrastructure consisting of computing, storage and network resources for the purpose of building the research, development and innovation (RDI) capacity of the Croatian Scientific and Academic community; High-speed broadband connectivity); expansion of e-government and other "e"-solutions/offers (Digital Public Administration Services - **eCitizen Portal – central entry point for public services**)

-Czech Republic: introduction of electronic record keeping (Based on legislative framework from 2021 and 2022 all central government bodies use **electronic document management system connected with their data mailbox**, since the use of data mailboxes is mandatory for G2G and G2B official communication for a long time. In the context of “DEPO”, digital data mailboxes will be automatically provided also to entrepreneurs (under certain arrangements); further development of the digital infrastructure (**implementation of the “once only” principle at the national and cross-border level** (also in the context of the Single Digital Gateway), Smart Cities, 2030 Digital Compass objectives); expansion of e-government and other "e"-solutions/offers (**national eGovernment architecture**: interoperability governance mechanism - **central shared services of Czech eGovernment** to develop an “interconnected data pool of public administration”), data mailboxes (“datová schránka”), eID (including the mobile eGovernment key app), Citizen's Portal interconnected with portals of other government service providers,

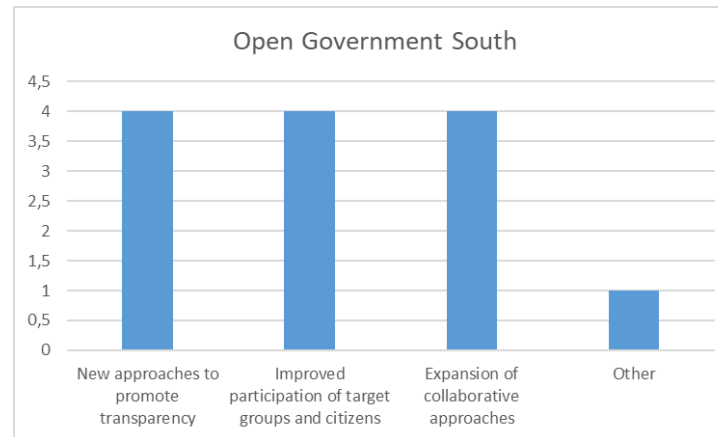
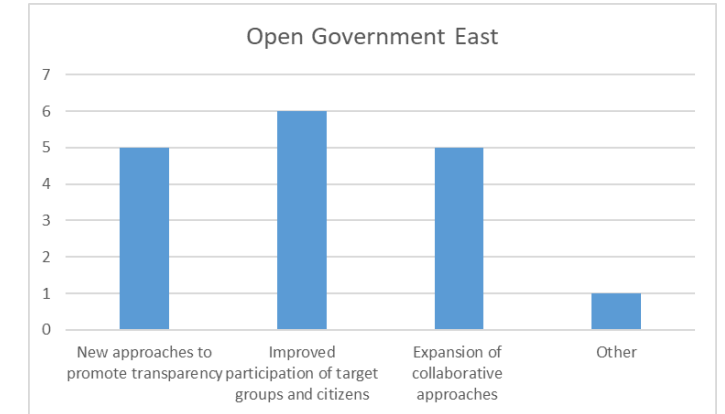
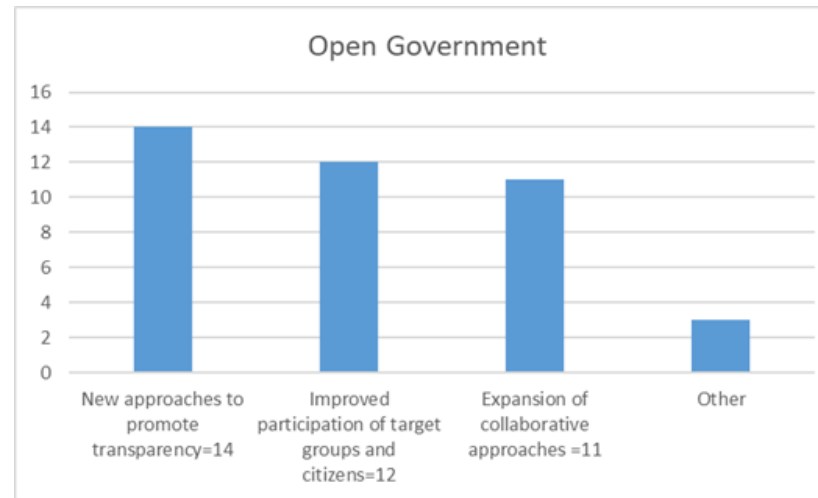
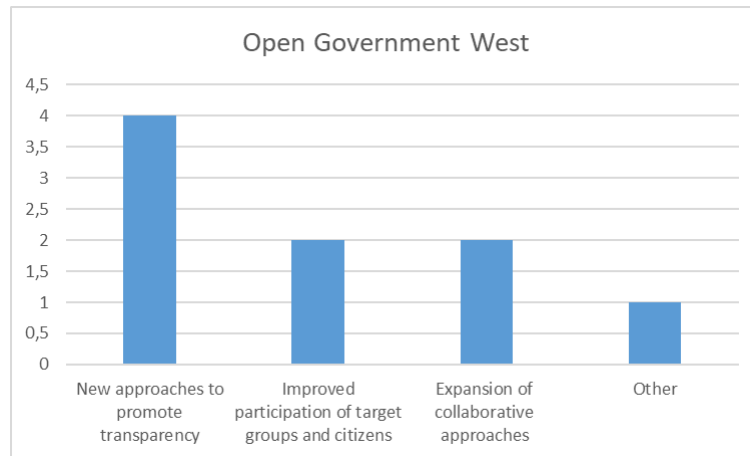
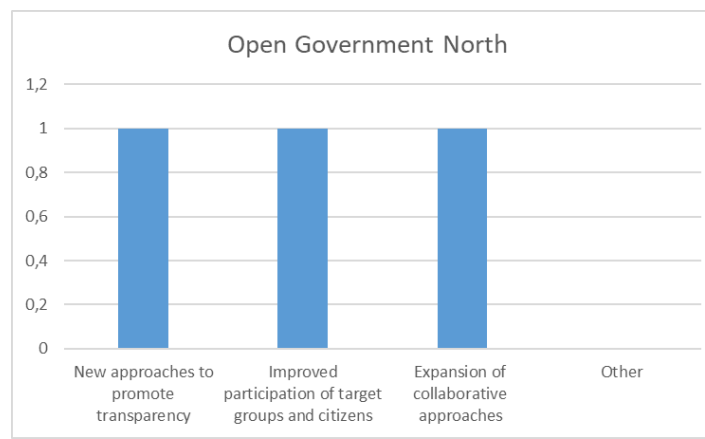
-Andorra: introduction of electronic record keeping (**Andorra Digital Transformation Program**: initiatives that will allow (among other activities) the **deployment of the electronic document** in the country); further development of the digital infrastructure (**Interoperability Bus**: secure space in Andorra for the exchange of data and documents with digital evidence and traceability of all exchanges; **Digital Identity**: establish a unique electronic identification of personal information of each citizen, allowing to recognize and grant access to a set of associated basic services such as studies, electronic health record history, etc.; data environment shared between all the entities representing Andorra (Government, Commons, Parapublic, Economic Agents ...) all through the implementation of a Data Lake of the country); Structures of digital governance pillar aims to establish the structures and responsible agents that lead digitization transversely: **creation of the Secretary of State of Digital Transition and Strategic Projects**

-Greece: introduction of electronic record keeping (Use of G-CLOUD; Use of Real Estate Data Base of Local Authorities); further development of the digital infrastructure (**The Electronic Document Management Information System "IRIDA"**; The information system i-rantevou; The **Interoperability Node**; The **Citizens' Registry; Digital Declaration of birth**; Information system for electoral processes; **EMRS (Equipment Error Management Report System)**; The **Human Resources Registry of the Greek State** (Census); **New central HRMS**); expansion of e-government and other "e"-solutions/offers (**E-voting** for the elections of elected officials in the Service/ Disciplinary Councils of the Services; **electronic application** to enable electronic management and follow-up of procedures relating to staff with a fixed term private law employment relationship and with work contracts;) Use of ICT (information systems, emails , electronic transmission of documents, npn networks) to **facilitate telework for the staff** employed in the Ministry of Interior

-Portugal: further development of the digital infrastructure (Portugal has recognised that emerging technologies such as 5G and the Cloud present Public Administrations with relevant opportunities to innovate and optimise the provision of services. Regarding the transition to the cloud, guides and support tools will be developed for all Public Administration entities, namely a **decision support framework**, a **model for Cloud contracts**, **templates for tendering procedures**, and technical clauses that serve as a reference for public entities to contract Cloud services, and a **qualification plan for the Public Administration's human resources**, among others.); expansion of egovernment and other "e"-solutions/offers (Adoption of an **omnichannel approach to service delivery**, effectively operating as a single channel, delivering high-value experiences across all the touchpoints, and hence providing a more seamless experience: **Digital authentication** through biometric data/facial recognition; **Digital service delivery through video channels** as well as traditional ones; An **online ecosystem of digital experience including websites and tools** that help fulfil that goal, raising awareness and helping other public entities to implement the best practices; 'GuIA': guide for responsible AI in the public sector and a self-assessment tool, which addresses governance and accountability and gravitates around 5 main dimensions: fairness, ethics, explain ability, transparency and accountability)

Modernisation field

Open Government per country-cluster



Examples:

-The Netherlands: new approaches to promote transparency (Since May 1 2022, the **access to information law (Wob)** has been **replaced by a revised law (Woo)**). The Woo is intended to make government even more transparent: **A Woo request must be processed within two to four weeks**; Anyone who wants information from the government can now contact a contact person; submitting a Woo request to more organizations is possible; independent Advisory Board on Openness and Information Management; Transparency about government decisions: Proposals, opinions or advice from an official or member of government are also increasingly becoming public.

-Belgium: new approaches to promote transparency (**The local citizen participation lab** collects, analyses and disseminates innovative practices of local citizen engagement, participation and co-creation); improved participation of target groups and citizens (**Inventory and analysis of Flemish local practices regarding citizen participation** that the Labo provides as inspiration; Drawing up an analysis framework to be able to investigate local practices in depth and to organize the different practices; Organisation of a **webinar 'Local citizen participation in practice'**; Preparation of **3 practical videos in which 3 cases are presented (a government initiative, a citizens' initiative and a partnership)**, commented on by an expert; Organisation of a webinar on closed citizen panels and e-democracy ; Organization of a webinar with information and practical examples about the right to challenge; Sessions during tour of Flanders spring 2021, aimed at representatives: for each practice that was discussed, a web article appeared in the practice bank. These are the examples of Deinze, Leuven, Beringen and Kortrijk; Organisation of a webinar on the reform of advisory councils; **Regular distribution of interesting practices via social media**

-Germany: improved participation of target groups and citizens/ expansion of collaborative approaches (The German Federal Government plans to set up **horizontal project teams and innovation units, thus making public administration more agile and sustainable in the future**; The Federal Ministry of the Interior constantly **reviews all current legislative projects** and the related inventory law **for the necessity of written form orders, personal appearance, and the obligation to submit evidence in original form**. In addition, Germany is currently developing a **tool at federal level to test whether legislative proposals are digital-ready**. This aims to make legislative proposals more digitally compatible, both in legal and methodological terms.

-United Kingdom: new approaches to promote transparency (Historically, the spatial pattern of UK Government spending and funding allocations is often unclear due to a lack of high quality, granular data. The **Office for National Statistics' Subnational Data Strategy aims to improve the UK's subnational data**, mapping local economic geographies and helping improve transparency and accountability to the public. The UK Government is **making available interactive tools and maps** to facilitate this process. The UK Government is also **establishing a new independent body in England** focused on data, transparency and robust evidence. This will **empower citizens with information** about their local area, enabling them to hold leaders to account, input into service design and participate in building pride in their place.

-Finland: Open government strategy 2030 + Open Government Action Plan : Finish **National Dialogues during Covid-19**; The Civic Space Scan; The **Citizens' Panel** examined citizens' views and proposals for solutions to safeguard freedom of expression in Finland; A **transparency register** will be established ; **National Civil Society Academy**; Public procurement –service /**The OpenProcurement.fi service**; Training courses on openness and clear language at the **eOppiva (a digital learning platform for government)**.

-Slovenia: new approaches to promote transparency (The **national open data portal -OPSI** was already established in 2016 as a single web point for publishing open data for the entire public sector. Raw data published as "open data" on the OPSI Portal may be freely reused.); improved participation of target groups and citizens/ expansion of collaborative approaches (To more effectively involve citizens in making all important decisions at all levels, Government and municipalities have **several documents and other useful materials (guidelines, manuals) with practical instructions prepared by the Ministry of Public Administration** in recent years); expansion of collaborative approaches (The Government encourages the **use of the CAF model** (Common Assessment Framework) in public administration organizations - a common assessment framework for public sector organizations, which is a European-recognized tool for quality control)

-Slovakia: new approaches to promote transparency (1. Introduction of the **protection against unjustified goldplating** (to come into force in Dec. 2022; 2. The Ministry of Finance of the Slovak Republic has required for **Fiscal transparency evaluation** from International Monetary Fund (IMF), 3. Slovakia has been **publishing general government budget on the website of the Ministry of Finance** of the Slovak Republic since the 2005-2007, also a special web page dedicated to the budget, which has been running for more than 10 years and provides information about the budget for public. 4. In the interest of maximum clarity, which the Ministry of Finance of the Slovak Republic promotes in the management of public finances, they prepare every year **short brochure with the basic facts about the budget for the general public**

-Serbia: improved participation of target groups and citizens (In December 2021, the Government of the Republic of Serbia launched **new eConsultation Portal** aimed to enhance citizen's engagement in decision-making process; Additionally, the **Online Monitoring Tool (OMT)** for monitoring and reporting of progress of Public Administration Reforms (PAR) in Serbia has been developed and is hosted by the MPALSG, with the support of the EU4PAR project under the PAR Sector Reform Contract (SRC)); expansion of collaborative approaches (In order to improve implementation of open government key principles through cooperation between public administration and different non-governmental stakeholders (citizens, NGOs, business), Serbia became a **member of the global initiative named Open Government Partnership (OGP)** in 2012- 3 two-year action plans have been developed and implemented through close collaboration between public institutions and NGOs, while the **fourth Action plan for 2020-2022 is currently under the implementation**)

-Moldova: new approaches to promote transparency / improved participation of target groups and citizens (**official web portal www.particip.gov.md** represents the information system for public consultation of regulatory acts in the Republic of Moldova, aims at **supporting the consultative process and enabling an easier access** to relevant information for all interested parties; New version at the beginning of 2021, in order to increase the efficiency of the activity of the actors participating in the process of development and public consultation of normative acts, to decrease the costs of collecting and processing information related to consulted normative acts and to provide **a mechanism for real-time monitoring and administration of act consultation processes**); expansion of collaborative approaches (With regard to the mechanisms for improving transparency, **a series of regulations have been introduced**, aiming at the process of transparency of the activity of local public administration authorities, by using the information platform - **State Register of Local Acts**, through which the territorial offices of the State Chancellery, ensures the administrative control of the legality of the acts issued by the LPA.)

-Croatia: new approaches to promote transparency / improved participation of target groups and citizens (The Republic of Croatia is a **part of Open Government Partnership since 2011** and has so far implemented 4 Action plans; **E-Consultations portal since 2015:** enables citizens to take active part in law making. It is a unique single access point to all open public consultations of all laws, other regulations and acts launched by State administration bodies; Croatia has made a further step in **strengthening the framework of regulatory policies** and especially in the development of a **system of consultation with the interested public** that is recognizable at the international level; expansion of collaborative approaches (The State Public Administration School in cooperation with the Central State Office for the Development of the Digital Society, the Office for Legislation, the Information Commissioner and the Office for Cooperation with NGOs are jointly **educating public servants by providing different workshops for the capacity building on subjects:** 1) “How to prepare and conduct effective consultation with the interested public in the process of passing acts, other regulations and documents”, 2) „How to use the e-Consultations”)

-Czech Republic: improved participation of target groups and citizens/ expansion of collaborative approaches (**Action Plans of the Czech Republic Open Government Partnership:** a **methodology was drafted** that is aiming on improved participation of NGOs in working and advisory bodies of the Government, individual ministries and other central authorities and on improved participation in the creation of their various documents;); new approaches to promote transparency (Digital tools and innovative processes of public administrations play an important role in promoting transparency: **application of the Ministry of Finance provides city budget overview**; The **contract register** application to support the implementation of the Act on contract register; **electronic petitions accessible from the Citizen's portal**); improved participation of target groups and citizens/ expansion of collaborative approaches (**Strategy Client-Oriented Public Administration 2030** at central government-level; At the central government level, several government councils and working groups exist to **facilitate cross-sectoral cooperation and the whole-of-government approach to public administration.**

-Andorra: new approaches to promote transparency/ improved participation of target groups and citizens (The Parliament (Consell General) of Andorra approved the **law on transparency, access to public information and open government in December 2021**; a **digital transparency platform** will be launched that will allow to expand and strengthen the transparency of administrative activity, making public information and data of interest; **VISC (www.visc.ad) is the citizen participation platform** of the Government of Andorra. Through it, citizens can intervene, directly or indirectly, in public policies through deliberation and the search for consensus); expansion of collaborative approaches (The **www.transparencia.ad Platform** can become a tool and digital space that allows **all national institutions to collaborate together for transparency**, and will be the reference space for finding common information)

-Greece: new approaches to promote transparency (Law 3852/2010: **The Institution of “Ombudsman” of Citizens and Enterprises; Mandatory uploading of all decisions on the internet; Immigrants’ Integration Council**); improved participation of target groups and citizens (**Consultation Committee**: Established as a new consultations institution, the Consultation Committee which is set up in municipalities of over 10.000 inhabitants and in the regions, is composed of representatives of citizens, productive classes, civil society, etc; its role is limited to advisory tasks; **At the level of the community, meetings have to be held at least once a year with the participation of the residents of the community**; In parallel, new institutions of citizens’ participation were strengthened allowing citizens to participate in the management of service providers, such as kindergartens, care units for the elderly); expansion of collaborative approaches (**Inter-level cooperation agreements**, Programme agreements, **Networks: between municipalities or between municipalities and regions; Inter- level associations**)

-Portugal: new approaches to promote transparency/ improved participation of target groups and citizens (**Transparency Plus Portal launched in April 2021** - a digital platform that allows citizens to access easy-to-read information on public resources and policies - Other thematic areas have since followed, adding new segments of information, namely about the State Budget and Local Administration Indicators (already deployed), and more thematic areas are expected to join the portal. All data is automatically extracted from the **national open data portal, dados.gov.pt** ; **SIMPLEX program**: it's the Portuguese national simplification and modernization program; **'Participa.gov'**: the Public Administration platform that supports participatory and citizenship processes, in which citizens present proposals and decide, using secure and reliable technologies; **LabX - Centre** for innovation in the public sector, focuses its mission on working with citizens, seeking to involve them in the various stages of its methodology, investigating their needs, co-creating solutions, and testing prior to implementation; In the scope of *the II National Open Administration Plan*, the 9 commitments undertaken stand out, seeking to involve different groups from entrepreneurs, citizens with difficulties or disabilities, researchers, students, and teachers and to reinforce participative moments to guarantee the correct implementation of the plan; **'AP Participa' Kit** - Based on a Resolution of the Council of Ministers which establishes the National Participation Day and approves the rules governing the Participatory Budget Portugal and the Participatory Budget of the Public Administration: **(AP Participa)**, this tool was developed with the aim of assisting public entities in the implementation of employee participation initiatives; **Consulta.Lex portal** is designed to bring citizens closer to the legislative process and decision-making by providing access to public consultations, which are divided into thematic areas); expansion of collaborative approaches (*The National Open Administration Network in Portugal* has 10 public administration and civil society entities that together create and monitor the implementation of the Action Plans. This forum allows the permanent connection of public administration with civil society and the collaboration in the initiatives of the National Network of Open Administration; *LabX* also trains experimentation laboratories so that more teams have the necessary tools to innovate, accompanying them in the implementation of real projects)

-Spain: new approaches to promote transparency/ improved participation of target groups and citizens / expansion of collaborative approaches :

Within the current **IV Action Plan on Open Government 2020-2024**, three essential actions consisting of the approval of the Regulation for the development of the Transparency Law, promoting the ratification by Spain of the Council of Europe Convention on Access to Official Documents and the reformation of the Transparency Law: 1. **Law 19/2013 of 9 December on transparency, access to public information and good governance** fully entered into force in 2014 for the State General Administration and in 2015 for the Autonomous Communities; 2. promote the **ratification by Spain of the Council of Europe Convention on Access to Official Documents** in order to highlight Spain's commitment to transparency at the international level and cause a "chameleon effect" in other countries; 3. **reform of the Transparency Law**, access to information and good governance. The scope of this reform must be profiled in the consultation and public hearing processes

During the consultation process to design the 4th Plan, the citizens and civil society presented their proposals to be included in the 4th Open Government Plan, related to improving participation. Implemented projects: Development of a **Participation Platform on the Transparency Website**, the implementation of **Innovation Laboratories** for the participation, awareness-raising campaigns about public participation and actions to disseminate among people who work in the Administration regarding democratic values, and in particular, the value of participation, Implementation of the **Normative Footprint** (design and experimental implementation of a system that improves the knowledge and the traceability of the process to prepare laws and other regulations and facilitates the participation of the citizens in the prior consultation processes public information and regulatory processing); **Education and training in Open Government**; Inclusive communication about Open Government; **Observatory of Open Government**

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First conclusion, next steps

1. A huge variety of approaches to good administrative management can be observed in practice at state level
2. No overall dominating “doctrine” like NPM in the past, rather comparable reform approaches *within* the different thematic fields of administrative modernization
3. However interesting national approaches: exchange on practical experience regarding concrete challenges of implementation *within* the respective fields of modernization might be useful (-> CDDG platform to be further developed?)
4. With regard to administrative modernization: Differences between the 6 administrative profiles in Europe seem less important than expected
-> tendency towards administrative convergence in Europa? What role of digitalization, European institutions and multi-level governance ?

Next steps:

- Analysis of approaches at Micro (individual administrations) and European level (COE, EU-COM, CBC-Bodies) until end of 2023
- Finalizing manuscript during summer 2024 -> publication by end of 2024

Thank you !

Prof. Dr. Joachim Beck

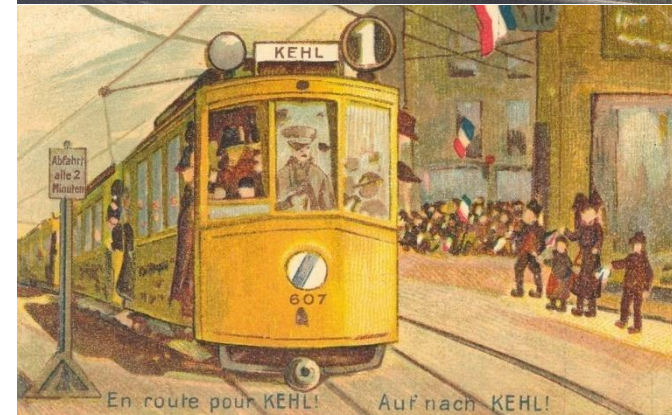
Hochschule für öffentliche Verwaltung

Kinzigallee 1

D-77694 Kehl

Tel. +49-7851-984-104

Mail: joachim.beck@hs-kehl.de



BACK UP

Research on public administration and administrative/public management in Europe can be divided into three major sub-areas:

1. **Comparative administrative research** (analysis of the characteristics of different administrative systems/administrative families; consistency/persistence of national systems in the context of European integration).
2. **Research on the European Administrative Space:** development of vertical and horizontal administrative relations in the context of European integration (question of multi-level governance and as well as emergence and characteristics of a European administrative system)
3. **Public Management Studies:** Analysis of change strategies for modernizing public administrations as part of public sector reforms in Europe

-> The research project / Textbook attempts

- a.) to integrate these three approaches, which are still largely separate even in disciplinary terms.
- b.) to improve the empirical basis for conceptual reflections on European Administrative Management (overcome normative thinking based on private sector solutions coming from abroad...)
- c.) to sensitize a new generation of public managers on the relevance of the European perspective (BA and Master programmes on PA)

Key-analytical questions:

1. What approaches to good administrative management can be observed in practice?
2. Which tendencies of administrative modernization are actually implemented / how concretely are they designed?
3. What similarities / differences can be observed between different countries?
4. Are there differences between approaches at the national level (= macro level) and approaches at the individual organizational level (= micro level)?
5. Are there particular patterns of administrative management in the European institutions (European level) ?
6. How do practices from states affect the European level? What repercussions can be traced back from the European level to the state/regional/local level?
7. Which explanatory factors are particularly plausible?

Thematic scope of empirical studies on Administrative Management

- **Public Task policy** (e.g. privatisation/re-nationalisation, de-/reregulation, strategic planning, impact-assessment...),
- **Organisational policy** (e.g. territorial reform, functional reform, new forms of organisation..)
- **Personnel policy** (e.g. personnel status, career structure, remuneration systems, personnel recruitment, personnel development...)
- **Financial management** (e.g. budgeting, controlling, cost and performance accounting, double-entry budgeting, investment cost accounting, accounting, vertical financial relations...)
- **Digitalisation management** (introduction of electronic record keeping, further development of the digital infrastructure, expansion of e-government and other "e"-solutions/offers...)
- **Open Government:** New approaches to promote transparency, improved participation of target groups and citizens; expansion of collaborative approaches with other administrations and/or target groups in the development or implementation of public tasks...).
- **Other approaches** to administrative modernization



Both at
macro-level
micro-level
European level



Vertical, horizontal and
thematic comparison

Feedback issue/modernization-field (total of 16 answers)

Public Task policy

privatisation/re-nationalisation= 0

de-/reregulation= 5

strategic planning= 5

impact-assessment= 7

Other=4

Organisational policy

territorial reform= 10

functional reform= 7

new forms of organisation=7

Other=1

Personnel policy

personnel status=7

career structure=9

remuneration systems=8

personnel recruitment=11

personnel development=11

Other=7

Financial management

Budgeting=8

Controlling=3

Cost and performance accounting=4

Double-entry budgeting=1

Investment cost accounting=1

Accounting=2

Vertical financial relations=3

Others=1

Digitalization management

Introduction of electronic record keeping=7

Further development of the digital infrastructure=11

Expansion of e-government and other "e"-solutions/offers=12

Others=4

Open Government:

New approaches to promote transparency=14

Improved participation of target groups and citizens=12

Expansion of collaborative approaches with other administrations and/or target groups in the development or implementation of public tasks=11

Other =3

Other approaches to administrative modernization =5

N=201; average/item= 6,28

Feedback modernization-field /Country-group „Western Europe

Public Task policy

privatisation/re-nationalisation= 0

de-/reregulation= 2

strategic planning= 1

impact-assessment= 2

Other=

Organisational policy

territorial reform= 3

functional reform= 0

new forms of organisation=3

Other=

Personnel policy

personnel status=3

career structure=3

remuneration systems=2

personnel recruitment=3

personnel development=4

Other=1

Financial management

Budgeting=1

Controlling=0

Cost and performance accounting=1

Double-entry budgeting=0

Investment cost accounting=0

Accounting=

Vertical financial relations=0

Others=0

Digitalisation management

Introduction of electronic record keeping=1

Further development of the digital infrastructure=4

Expansion of e-government and other "e"-solutions/offers=3

Others=1

Open Government:

New approaches to promote transparency=4

Improved participation of target groups and citizens=2

Expansion of collaborative approaches with other administrations and/or target groups in the development or implementation of public tasks=2

Other =1

Other approaches to administrative modernization =0

N=46; average/item= 1,35

Feedback modernization-field /Country-group „Northern Europe

Public Task policy

privatisation/re-nationalisation= 0

de-/reregulation= 1

strategic planning= 1

impact-assessment= 1

Other=0

Organisational policy

territorial reform= 2

functional reform= 1

new forms of organisation=1

Other=1

Personnel policy

personnel status=0

career structure=2

remuneration systems=1

personnel recruitment=1

personnel development=2

Other=

Financial management

Budgeting=2

Controlling=1

Cost and performance accounting=1

Double-entry budgeting=1

Investment cost accounting=1

Accounting=1

Vertical financial relations=1

Others=1

Digitalisation management

Introduction of electronic record keeping=0

Further development of the digital infrastructure=1

Expansion of e-government and other "e"-solutions/offers=1

Others=

Open Government:

New approaches to promote transparency=1

Improved participation of target groups and citizens=1

Expansion of collaborative approaches with other administrations and/or target groups in the development or implementation of public tasks=1

Other =0

Other approaches to administrative modernization =

N=28; average/item= 0,8

Feedback modernization-field /Country-group „Eastern Europe“

Public Task policy

privatisation/re-nationalisation= 0

de-/reregulation= 2

strategic planning= 5

impact-assessment= 5

Other=2

Organisational policy

territorial reform= 3

functional reform= 5

new forms of organisation=2

Other=0

Personnel policy

personnel status=4

career structure=3

remuneration systems=5

personnel recruitment=5

personnel development=6

Other=2

Financial management

Budgeting=4

Controlling=1

Cost and performance accounting=0

Double-entry budgeting=0

Investment cost accounting=0

Accounting=1

Vertical financial relations=1

Others=1

Digitalisation management

Introduction of electronic record keeping=3

Further development of the digital infrastructure=4

Expansion of e-government and other "e"-solutions/offers=5

Others=2

Open Government:

New approaches to promote transparency=5

Improved participation of target groups and citizens=6

Expansion of collaborative approaches with other administrations and/or target groups in the development or implementation of public tasks=5

Other =1

Other approaches to administrative modernization =2

N=91; average/item=2,67

Feedback modernization-field /Country-group „Southern Europe“

Public Task policy

privatisation/re-nationalisation= 0

de-/reregulation= 0

strategic planning= 0

impact-assessment= 0

Other=0

Organisational policy

territorial reform= 2

functional reform= 2

new forms of organisation=1

Other=

Personnel policy

personnel status=3

career structure=3

remuneration systems=2

personnel recruitment=4

personnel development=2

Other=2

Financial management

Budgeting=1

Controlling=1

Cost and performance accounting=1

Double-entry budgeting=1

Investment cost accounting=1

Accounting=2

Vertical financial relations=1

Others=0

Digitalisation management

Introduction of electronic record keeping=2

Further development of the digital infrastructure=3

Expansion of e-government and other "e"-solutions/offers=3

Others=2

Open Government:

New approaches to promote transparency=4

Improved participation of target groups and citizens=4

Expansion of collaborative approaches with other administrations and/or target groups in the development or implementation of public tasks=4

Other =1

Other approaches to administrative modernization =3

N= 55; average/item=1,61