ORGANISATION AND CULTURE OF ADMINISTRATIVE SERVICES IN EU COUNTRIES
CONTENTS

1. “SERVICE REFORMS” IN OECD COUNTRIES
2. THE PRECONDITIONS FOR REFORM
3. TRANSITION COUNTRIES’ EXPERIENCE
4. WHAT IT MEANS FOR UKRAINE
SERVICE REFORMS IN OECD -- INITIATIVES

- LONG HISTORY – STILL ONGOING
- PUBLIC PRESSURE – COMPETITIVENESS – TAX
- AIM: TO IMPROVE THE SERVICE EXPERIENCE OF USERS
- MULTIPLE INITIATIVES
  - ROLES OF GOV (PRODUCER/PROVIDER)
  - POLICY MAKING REFORMS (E.G. INFORMATION, CONSULTATION AND COMMUNICATION)
  - REGULATORY MANAGEMENT
  - POLICY INSTRUMENTS RECONSIDERED (E.G. VOUCHERS, NGOS, INFORMATION)
  - DEMAND MANAGEMENT (PRICING)
  - STATE ORGANISATION (E.G. SUBSIDIARITY)
  - MICRO ORGANISATION (+ STAFFING, FORMS, SIGNING, ETC)
  - CO-PRODUCTION (PRIVATE OR NGO)
  - GUIDES, MAPPING, TRANSPARENCY
  - TECHNOLOGY
  - PERFORMANCE MEASUREMENT AND ASSESSMENT (CAF, ISO9000…)
  - USER RIGHTS (LAW AND CHARTERS)
  - ONE-STOP-SHOPS AND INTEGRATED SERVICE DELIVERY (CUSTOMER CENTRED)
ONE-STOP-SHOPS

• MAJOR EFFORT FROM THE 80S
• SCOPE POLICY, CLIENT, PRODUCER
• DEPTH (CO-LOCATION, ENTRY POINT, DEEP INTEGRATION)
• IMPORTANCE OF
  – VALUING COUNTER STAFF (MOMENT OF TRUTH)
  – MAPPING AND ADDRESSING COMPLEXITY BEHIND (BACK OFFICE)
  – SIMPLIFYING FORMS AND INFORMATION REQUIREMENTS
  – BACK OFFICE INTEGRATION (INCLUDING IT)
  – ACCESS EASE (SIGNING, LOCATION, HOURS...)
• BEING REPLACED BY WEB -- EXAMPLES
Services and information

**Driving and transport**
Includes car tax, MOT and driving licences

**Employing people**
Includes pay, contracts and hiring

**Working, jobs and pensions**
Includes holidays and finding a job

**Money and tax**
Includes debt and Self Assessment

**Citizenship and living in the UK**
Voting, community participation, life in the UK, international projects

**Benefits**
Includes tax credits, eligibility and appeals

**Passports, travel and living abroad**
Includes renewing passports and travel advice by country

**Housing and local services**
Owning or renting and council services

**Births, deaths, marriages and care**
Parenting, civil partnerships, divorce and Lasting Power of Attorney

**Businesses and self-employed**
Tools and guidance for businesses

**Education and learning**
Includes student loans and admissions

**Crime, justice and the law**
Legal processes, courts and the police

**Disabled people**
Includes carers, your rights, benefits and the Equality Act
SERVICE REFORMS IN OECD -- LESSONS

• “SMILE TRAINING” DOESN’T WORK

• NEED DEEP SYSTEMS REFORM
  – POLICY AND LAW MAKING
  – CIVIL SERVICE
  – STRUCTURES AND ROLES
  – MACRO AND MICRO ORGANISATION (1 STOP SHOPS)
  – ADMINISTRATIVE FRAMEWORK LAW (LGAP)
  – JUDICIAL SYSTEM

• PUBLIC SECTOR IS NOT THE SAME AS PRIVATE SECTOR

• THERE ARE LIMITS TO “SERVICE CULTURE”

• FUNDAMENTAL DESIGN PROPERTY
  RULE OF LAW STATE (EQUALITY, REGULARITY ETC)
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PRECONDITIONS FOR REFORM IN EU COUNTRIES

• RULE OF LAW (ESP. JUSTICE AND LEGAL QUALITY)
• STABILITY OF ORGANISATION OF STATE
• PROFESSIONAL ETHICAL PUBLIC SERVICE
• PUBLIC SERVICE CULTURE
• ACTIVE, EMPOWERED CITIZENS AND MEDIA
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TRANSITION COUNTRIES

- SERVICE REFORMS ADDRESS A DIFFERENT PROBLEM
- ESTABLISH THE FOUNDATIONS OF THE RULE OF LAW – REGULARITY AND REDUCE CORRUPTION
- REBALANCE POWER RELATIONS BETWEEN STATE AND CITIZEN
- REFORM ADMINISTRATIVE PROCEDURES AND JUSTICE (LGAP)
- PROFESSIONALISE ADMINISTRATION AND SEPARATE POLITICAL AND ADMINISTRATIVE SPHERES
- AVOID THE “BEST PRACTICES” TRAP – E.G ADMINISTRATIVE SILENCE
- RECOGNISE ORGANIC NATURE OF REFORM
- REALISTIC AMBITIONS

The reality of the public sector today is that it is assessed by the efficiency of its service delivery.
IN OECD REFOM IS MARGINAL – TRANSITION STATE BUILDING

ADMINISTRATION, LAW & DEMOCRACY
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WHAT DOES IT MEAN FOR UKRAINE

• PRECONDITIONS
  – TI, DOING BUSINESS, WEF, FEG

• PRIORITIES
  – TACKLE FUNDAMENTALS
  – RULE OF LAW
  – ADMINISTRATIVE PROCEDURES
  – PROFESSIONALISE CULTURE E.G. LAWYER TRAINING

• REFORM PATH
  – BE AN ANT NOT A FROG
  – BE REALISTIC IN AMBITIONS, TIMING AND SCOPE
  – STRENGTHEN CITIZEN RIGHTS
EUKRAINE REQUIRES RULE OF LAW
• Administration as service: the public as client) OECD 1987
• Citizens as partners: OECD handbook on information, consultation and public participation in policy-making OECD 2001
• Managing service demand: a practical guide for revenue bodies OECD 2013
• Sustainability of Civil Service Reforms in Central and Eastern Europe Five Years After EU Accession and Civil Service Professionalisation in the Western Balkans Sigma papers 44 and 48
• The road ahead for public service delivery PWC 2007
• Other consultancy