Quality of Public Administration:

What have we learned, what can we do better?
22-23 March 2018, Brussels

Our purpose

On 22-23 March 2018 about 140 participants gathered to explore in a participative manner the various approaches to achieving – ultimately – excellent public administration in Europe. The study "*European Public Administration Country and thematic Knowledge*" provided the context for several more focused conversations:

- How to measure capacity and performance of public administration?
- How to manage successfully public administration reforms?
- What are the trends, lessons and future challenges in civil service reforms?
- How are public administrations going digital?
- What role the European Commission can play to support and to add value to Member States efforts.

Our approach

In introductory expert panels we framed key topics and issues. We deepened these in interactive conversations and complemented with different experiences, views and perspectives.

Participants

The event brought together public administration practitioners from all EU Member States, as well as Ukraine, leading academics and experts, think tanks and the Commission.

Organisers

The event was organised by the European Commission, through a collaboration of several services: the *Structural Reform Support Service*, *DG Employment*, *DG DIGIT*, *DG CNECT*, *DG Human Resources* and *DG Research and Innovation*. The EUPACK consortium facilitated speakers and expert inputs.

Conclusions

You will find a detailed account of our discussions and conclusions in the following report and annexes. The full photo story is published in here.

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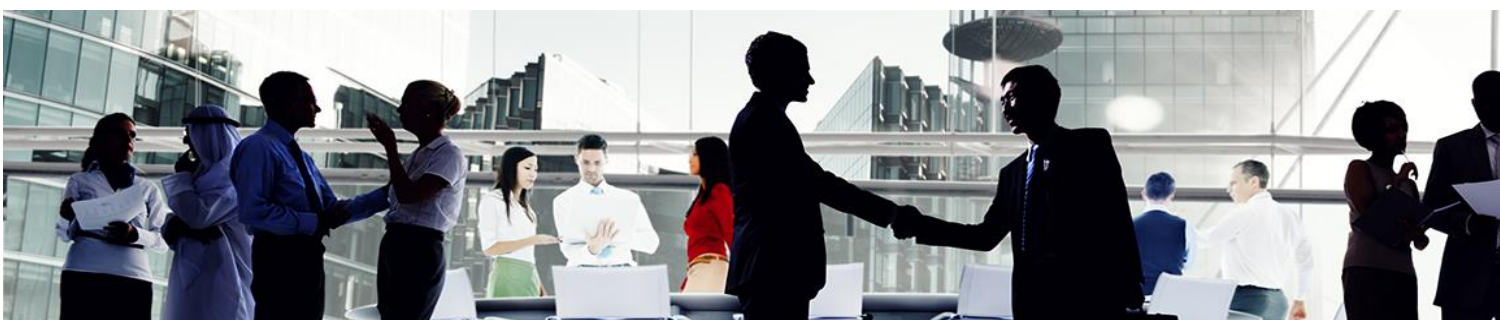
Event summary and conclusions

Framing of the event

The event was open Maarten VERWEY, Director General of the Structural Reforms Support Service (SRSS), Loris DI PETRANTONIO, Head of Unit DG Employment, Social Affairs and Inclusion, and Emanuele BALDACCI, Director DG Informatics (DIGIT).

Maarten VERWEY presented SRSS, which is the newest service of the European Commission. Established in mid-2015, it has a different focus from the policy Directorates General: it works on demand of the Member States and provides them with support to design their structural reforms and define ways to implement these. The SRSS builds on the experience from the task forces for Greece and Cyprus, and the view that strong Member States are essential for a strong European Union. The SRSS provides support to 24 Member States currently and helps defuse knowledge and positive experiences. When public services work well, we take them for granted. When the quality of public service is lacking we realise how important these are. Administrative capacity defines not only the economic growth and the quality of life in a country, but also its ability to design structural reforms in response to crises and societal transformation. The SRSS task is to help Member States get on a positive reform spiral. The key challenge for the service is internal, as it has to expand extremely rapidly to respond to the high demand.

Loris DI PETRANTONIO highlighted the relevance of EU funding for building quality public administration. Around EUR 4.5 billion from the European Structural and Investment Funds create a leverage effect in the present financial framework in 17 Member States, under the so called Thematic Objective 11. This funding has proven to be an important investment source not only for capacity building, but also for experimentation and innovation in public administration. If public administration does not work, this has a bad effect not only on the economy, but also on social cohesion. The European Semester has repeatedly highlighted the administrative challenges in an important number of countries. Yet, administrative reforms are mostly about managing change and building the human capital of the public organisations. The transformation from analogue to digital requires redesign of processes, retraining, upskilling, etc. The dedicated funding from the European Structural and Investment Funds allows Member

States to cover the capacity gaps and also modernise their public administrations.

Emanuele BALDACCI reflected the high expectations that digital will solve the problems of the public sector. He encouraged rethinking what and how public organisations infrastructure, now we need to redefine how things are done. Just removing the paper or digitising the exiting workflows will not improve the service. Technology is an enabler that improves quality when you think what design will meet the needs, how information can be reused. In the EU context, we need to think how citizens can use their digital identity to interact with the administration in their own country, and then use it again when they move. This requires a complex approach, compared to only thinking about an app or creating a digital connection. The first wave of digitalisation was about saving money – which is important – but if investments are only focused on cost-efficiency they will miss the most important – delivering quality to citizens and bring in return satisfaction. Yet, citizens have the same expectations when they interact with the market or with the government – to get intelligent services. Public administration needs to reflect constantly how to reflect citizens' expectations in the best way.

Key findings from the EUPACK project

Session moderated by Alexander Heichlinger, EIPA. Presenters: Nick Thijs – Characteristics of public administration in the EU28; Gerhard Hammerschmid – Reform trends, processes and results; Karin Attström – Impact of EU funding in support of public administration

This session started with presentations of the findings from the "*EUropean Public Administration Country and thematic Knowledge*"[i] (EUPACK) study. It was launched by the European Commission with view to enhancing the knowledge on the functioning and reform dynamics of public administration in EU Member States. The collected information provides for the first time a consistent overview of the public administrative settings of all Member States across five dimensions: transparency and accountability, organisation, policy making, human resources management and service delivery.

The quantitative and qualitative information, collected between 2016 and 2017, maps the similarities and differences[ii] among the 28 EU Member States with regard to size of government, scope and structure of public administration, key features of the civil service system, the politico-administrative context and especially an indicator-based assessment of government capacity and performance in the five dimensions of administrative reform. Some further results from the study help explore the contribution of external support for improving quality of public administration, identifying needs and opportunities, with a view to better targeting EU support in this area in the future.

Some main conclusions of the study are:
- ✓ In the past 20 years, administrative reforms were mostly driven by budget pressures, political change, and crisis. That is way more often reforms are pushed from the top;

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[i] Funded by the EC and implemented by the consortium of the European Institute for Public Administration, Hertie School for Governance, and Ramboll Management Consulting.

[ii] The comparative overview is available at:
http://ec.europa.eu/social/main.jsp?catId=738&langId=en&pubId=8072&furtherPubs=yes

- ✓ Changing law is still the most common approach to reforms. There is weak reporting and monitoring. Public data about the administrative functioning and performance is still missing or unreliable. Due to the limited evidence, it is difficult to judge the "success" of reforms.
- ✓ EU has an increasing influence in certain topics of public administration and in certain countries, especially in Eastern Europe;
- ✓ The same "labels" of reforms can be seen across countries but the reform content is often very different. Sometimes the same reforms may introduce opposing solutions. New Public Management still dominates as a paradigm;
- ✓ No geographical patterns of reforms are observed, so generalization could be very misleading. Within each country there is mixed progress – good performance and innovation in some areas could go together with more traditional approaches and missed opportunities in others;
- ✓ Administrative reforms are managed in many different ways but commonly the setup is very unstable. Coordination of reforms is a main challenge;
- ✓ EU support has been an instrumental driver for administrative change in many countries. Yet, the focus on "absorption" was often stronger than that on improvement;
- ✓ Central government has been the key beneficiary of EU support, while service delivery happens mostly at the lower levers;
- ✓ The more difficult reforms are more rarely funded.

Presentation with overview of the findings is available [here](#)

The presentations were followed by **_interactive discussions about the findings, key lessons and future research needs._** Some key insights from the conversations:

The most difficult reforms require substantial analysis and consultation, but both are often underused and opportunities are missed. Citizens' perspective is hardly taken into consideration. Instead reforms are run in a top-down manner. We need not only to improve the quality of data and research, but find ways **_to learn better from experience and deepen our understanding public administration_**.

The reforms issues we tackle for the last 20 years seem to remain the same. The copy-paste approach in administrative reforms is ineffective, as context of public administration varies enormously across countries. The comparative analysis is useful but it has to be followed up by national conversations.

Measuring societal change and results for citizens remains to be a major challenge. We need to observe the trends – reform dynamics and look for solutions that fit the specific context.

EC has a very important role and its involvement can make a big difference, yet that involvement varies across countries. In the countries eligible to EU support, administrative reforms are strongly dependent on that funding. Yet, the most important reforms remain under-resourced.

For the digital transformation we need to reflect what are the needs and where, to review the process and to rethink the way we work, not only "introduce new technology".

Questions that need _further reflection_:
- ✓ _What makes reforms sustainable? Are we targeting the right problems? What is a structural reform? What makes a reform good or bad – what are the factors for success?_

- ✓ *How to make difference between political commitment and politicization? How to translate technocratic issues to the political level and involve political leadership effectively? How to match ambition with capacity to reform?*

- ✓ *How to outline some common trends when there is such a variation across countries? How to use the results from the study?*

- ✓ *How to increase the EU added-value? What is the right role of the EC? How to match support at national level with problems at regional and local level?*

- ✓ *What are the EU principles of PA? Can we create EU framework that stimulates better quality as in education? How can EU facilitate exchange of practice and learning?*

- ✓ *Digitalisation as a reform path – how to advance the use of digital as a tool for public administration modernisation?*

How to map and measure capacity and performance of public administration?

Moderator:	Nick Thijs
Panellists	Wouter van Doren, University of Antwerp
	Santiago Gonzalez, OECD
	Christof Schiller, Bertelsmann Stiftung
	Nicholas Charron, University of Gothenburg
	Lisa Jordan, UK Cabinet office

This session was dedicated to different initiatives for measuring and assessing public administration. The lead question of the session was: "What is already usefully measured and what still needs measuring?" Questions on: what to measure, how to measure, how to use indicators, the current challenges and future opportunities were analysed and discussed. The EUPACK thematic paper on measuring public administration (prof. Wouter Van Dooren) served as an introduction and background document to the workshop. The paper reviewed some of the most cited efforts to measure the performance of public administration, identified some gaps, and suggested some strategies for improvement. The paper found that the existing measurement initiatives allow for discerning big differences and large trends in governance. They also have contributed to the agenda setting of public administration issues. They have raised our awareness for the potential of comparative measurement.

However, some problems remain. First, the ambition of existing indicator schemes is too high. They want to measure public administration in its entirety. They typically develop a comprehensive intellectual framework that reflects all the functions of government. However, the validity and reliability of the indicators underpinning the conceptual framework is often limited. Most indicators are based on observations of a limited number of experts (academics, expats, or correspondents) or a small sample of business people. Underlying data are often re-used by different indicator schemes. Differences in scores between developed countries are small and probably not significant.

Comparative Public Administration needs better data to credibly underpin the conceptual models of public administration performance. The paper proposes some strategies:

- A focus on sub-themes rather than comprehensive measurements is suggested. Well-chosen themes such as the *performance of tax administration* provide actionable insights that also give an indication for the system as a whole.

- Employee surveys are a useful instrument to collect comparative data on public administration. Employees are prime witnesses of public administration performance. Yet, while perceptions of citizens, businesses and experts are frequently used in current indicator schemes, employees are left out of the equation.

- Administrative systems can be mined for better data. Several studies have proposed indicators that could be obtained from administrative data. Yet, the difficulties of international comparison remain a hurdle.

- Open data strategies enable analysts in the academic and non-academic research community to study issues of public administration performance. Good examples of open data in the field of PA already exist.

- Finally, apart from government finance statistics, public administration data are not included in the Eurostat system. Eurostat does have a programme for experimental statistics to develop new data sources. Several subthemes of PA may be eligible for experimental development into an established data stream.

The panellist presented their methodologies and highlighted some upcoming changes and developments. **Santiago Gonzalez** presented the OECD work on the [Governance at a Glance](#) (GAG). He empathised on the importance of reliable generation of data. The OECD policy communities play an important role in the work behind the GAG reports. The process involves a lot of discussions on what data to collect, how to use the surveys, how to validate the results. Some of key principles of the approach are confidentiality and standardisation. OECD is looking into new possibilities to explore and collect data on governance.

Christof Schiller explained the needs and rationale behind the Bertelsmann [Sustainable Governance Indicators](#). They attempt to capture qualitative aspects related to the needs and capacity of the central government. Christof full presentation is published [here](#).

Nicholas Charron noted that while public perceptions and actual condition of government do not necessarily match, the Quality of Government Institute finds it important to measure both. The Institute uses different measuring methods and collects [data](#) in 18 different fields. Nicholas noted that the different methodologies have a common interest, but serve different purposes.

Lisa Jordan explained that the motivation behind the newest initiative – the [International Civil Service Effectiveness](#) (InCiSE) Index. Its aim is to allow government see how their central civil services are performing, and to learn from each other. The index was created through huge consultations with civil servants, academia and international organisations. It covers core functions and attributes of civil service. The index serves both as an assessments and an accountability tool.

The panellists commented positively prof. Van Dooren's suggestions. The idea of working with staff surveys gained wide support from the panel. The European Commission could play an active role in harmonise methodologies and stimulating comparative analysis.

The stories were then followed by group discussions around the question: ***How can digital help transform / improve public administrations***? The outcomes of the conversation have been mapped and prioritised by the participants in the following way:

What has been done?

- ✓ A lot of progress has been made over the past decades on measuring public administration, both on the organisational (micro) level and on the macro level

- ✓ Most work relies on perception data, being from experts (academia), business people, opinion makers and (partly) from citizens

- ✓ "The big picture": transparency, governance, rule of law, has been largely in the focus. All of this being seen as important, but often more conceptual, and less actionable

- ✓ Inputs, throughput and outputs have mostly been mapped. The more difficult, however crucial, "societal impacts/outcomes" have been more difficult to capture, even if the latter are only used for "policy learning"

What is still missing?

- ✓ How to measure innovation? Innovation, being the buzz word, is also important for public administration. But how do we measure innovation and maybe even more importantly, innovation capacity

- ✓ Link with policy -> bench-learning/dialogue: Was seen as the big missing element (and in combination with the last point) of what has to be pursued. It turns out that systems (and people) are looking for technically valid and robust measurements that "tell the reality" and that can demonstrate cause-and-effect relations. Factors that might be more difficult to measure, and where causal relations are less obvious are thus cast aside. Here however a mind-shift needs to take place

- ✓ Measuring outcomes and impacts needs a culture change that allows more experimentation and uses measures for learning and development purposes rather than as a judgment or as basis for accountability

- ✓ Raw data, open data, data mining -> new technologies. As also suggested by prof. Van Dooren, big data and data mining has a lot of potential and at this stage not sufficiently used. A note of caution needs to be made on the easiness and the exploitability. Making use of big data might take time, expertise and requires experts to compile, analyse and interpret the data. This being said, it doesn't mean it is not doable or shouldn't been done

- ✓ This session facilitated a conversation between academics and practitioners. These two groups are not often (enough) around the same table to discuss the objectives, design, and use of indicators and measurements. To make measurements for meaningful for guiding policy, such discussions seem however indispensable. A nice quote in this regard by one participant was: "tell us what we need to measure and we will figure out how to do it…"

How to manage successfully public administration reforms?

Moderator	Gerhard Hammerschmid, Hertie School of Governance
Panellists	Elke Löffler, Governance International
	Vitalis Nakrosis, Vilnius University
	Jelena Tabaković, Ministry of Public Administration, Slovenia
	Piret Tonurist, OECD
Rapporteur	Shirin Ahlbäck Öberg, Uppsala University, Sweden

This session explored the challenges in managing change/reform and focused on issues like big change vs incremental change, political support, planning and design; evaluating and learning.

Elke Löffler pleaded for public administration to take collaboration with citizens seriously. Citizen participation is an old idea; the only difference is that now we need to make it work. The potential of public participation to co-create is enormous. Citizens have rich spectre of skills and many already have engaged in helping, mostly in services to the elderly or childcare. But they rarely collaborate with the government, especially local administrations. When co-creation works well, this can make a strong contribution to quality of public services. This, however, needs inspired public leadership. Illustrative examples include _youth services in UK_ and _patient self-monitoring_ in Sweden (klick on the links to see the case).

Vitalis Nakrosis shared the story of the _successful and sustainable reforms_ in Lithuania. The first reason for success was a context of crisis, which made the need for radical institutional reform more imminent. In Vitalis' experience, it is difficult to motivate politicians to do radical reform when "the sun is shining". He underlined two of the critical factor for success – professional design and implementation, and overcoming the legislation "tap". Changing the law alone is not sufficient to deliver real change. It provides a frame, but it is the "real work" beyond the legislation that makes the difference. Furthermore, while legislation provides certainty, it can also withhold change. The example of Lithuania showed that when government had more autonomy from parliament and had to deliver within defined parameters, it led the reforms ahead. Contrary to that, a planned civil service reform stalled as it was difficult to reach consensus in the parliament about the amendment of the detailed rules in the legal framework. Vitalis noted that designing reforms in a purely rational manner creates a "house of cards" that might easily collapse when organisational reality kicks in. A good design is not enough; morning and adaptation are critical. Thus, incremental pragmatism and an iterative approach might be a better facilitator for reform.

Jelena Tabaković reflected what public administration needs in order to fulfil its mission to improve quality of life and Ste sure inducing business environment. T_he most important thing is to start working in a different way_. There is a need for new methods and approaches. But this takes time. _Change_ means _change of mind-set_. Overcoming a risk adverse culture of the public service is a challenge. For Slovenia, a strategy of small steps seems to work better than big reforms; and also, to create a "safe environment" for staff to be more creative and for leaders to be bolder. This can be done through pilots and experiments. Jelena gave the practical example of the "_Partnership for Change_" initiative. This is a staff exchange programme between public institutions and the private sector. It has two aspects. One aspect allows the administration to work with external professionals with specific skills and experience on everyday challenges. For each challenge the real problems is discovered, and problems are designed in an open and inclusive manner. The second aspect allows civil servants to develop practical skills on new methods and approaches. What started as an experiment has slowly but consistently grown into regular practice, which brings fresh ideas and perspectives, motivation, trust and mutual understanding between public and private sectors. Another, and new, initiative is called "Innovative Efficacy". It aims to spread innovative practices within public administration in a bottom up manner. Again, an experimentation phase (for three years) is used to reduce fear and to open up minds. The bottom up approach is combined with other efforts, in collaboration with the OECD, to increase buy-in from politicians and policy-makers.

Piret Tonurist made the case for doing reforms in a totally different way. There is still too much of reform for reform's sake. What can really ensure the political buy-in is the focus on the _purpose, on the intent_ of any change. In the morning session there was a comment, that problems remain the same, we only change the methods to address them. Yet, in the "systems change" perspective the design and implementation of reform are constantly focused on the final result that has to be achieved; on the purpose to be fulfilled. Bottom-up approach is needed as government does not know "what is out there".

This "learning by doing" helps deal with uncertainty. Government should create value for citizens, but everyone has different expectations. We need more granular perspective of the purposes we need to fulfil and then design processes to actually get there. Means and methods are not interesting in themselves, but goals and intents are – and these should give direction to innovative processes. An illustrative example of her message was the *strategic planning approach in Finland*[iii]. The government wanted to promote work on horizontal goals, and initial response was to allocate more performance money and plan more training. But the system's analysis revealed bad incentives that in fact created conflict and competition between the institutions, instead of collaboration. That realisation allowed the administration and the political level find a way to work together in a holistic manner and with a long terms perspective. Now that we are facing big societal and technological challenges we cannot get to desired outcomes without redesigning a large set of structures and relations.

The interventions were then followed by group discussions around the question: what are the ***main challenges and opportunities for successful public administration reform?*** The outcomes of the conversation have been clustered and prioritised by the participants in the following way:

Challenges/Questions	Opportunities
✓ Public administration is not only a government issue. Other "players" need to be considered. Reforms are often inward looking, and don't engage with the "real world". Co-creation assumes that citizens want to engage and co-create. What should be the role of citizens, and how to engage them practically? ✓ Complexity of reforms is a big challenge – where to start and what to prioritise? ✓ The reform process is not easy to manage – when does top-down meet bottom-up in reforms? How to achieve effective coordination? How to overcome resistance and fear of change? ✓ Politicization and (other) vested interests is a big obstacle to a rational improvement of public administration management. Also, differing perspectives between decision-making levels of government and implementing authorities can stifle any reform efforts. ✓ Constant change and resulting lack of institutional stability is itself a challenge, especially when change doesn't lead to obvious improvements, and produces reform fatigue. ✓ A lack of inter-disciplinary thinking, and silo mentality, in combination with a lack of delegation of power, creates rigid structures and mentalities and prevents holistic approaches. ✓ Lack of trust in civil servants to lead reforms themselves sometimes leads to "blind hope" that external advisory could drive reforms. This can	✓ Enhancing cooperation, including across entities, sectors and countries, can produce more momentum and better results. The Commission has a role in facilitation. ✓ Related to the above point, develop networks of innovators within public sector (they exist!) across entities and countries. In this way, develop leadership and build momentum through networks, independent of hierarchies. ✓ Support creation of a "reform sandbox" (small scale testing) and an experimentation culture instead of doing nation-wide reforms that are too big to fail? ✓ Co-production has enormous potential to resolve "dormant" citizens but it meets the challenge of overburdening citizens and allowing for state retrenchment (see challenge). ✓ Develop a narrative of "front line" versus "back office" changes, instead of top/bottom approach (focus on quality of service outcomes as an entry point) ✓ Develop the participatory approach (Art of Hosting, participatory leadership) – to better engage with stakeholders (internal and external) and citizens, and to better communicate changes to the public and the media ✓ Design a key project in cooperation with the European Commission – developing

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[iii] the case is also recorded by Benedict Wauters (ESF transnational network on governance)

bring a lack of ownership, and resistance and stifle real and lasting change.	"**principles of good governance**" (in adaptation from the OECD/SIGMA model) in the political and administrative systems of member states and promote and apply this throughout.
✓ Short termism in the political cycle, and design of one off reforms, instead of developing an attitude of continuous improvement of public services. This can lead to lack of sustainability and impact of changes.	

Note: Not surprisingly, several opportunities are the positive expression of the challenge.

Concluding statements from the panellists:

Piret called to reconnect public administration with the "outside" world, and make the machinery of government to work for citizens". Elke pinpointed that we tend to be too ignorant about obstacles generated by "organisational culture" and the problem of a tendency of public administrations to be risk minimisers. This is a problem where we need a change of mind-sets. Jelena highlighted the need to think about the link between challenges, complexity and changes and tackle those through wide collaboration. "We need to design solutions together". Vitalis also emphasised on complexity as the key element of wicked problems. It cannot be addressed in a top-down way. "We need to work together, and should reach out to all stakeholders, including experts, to facilitate change".

Civil Service Reform – what are the trends, lessons learnt and future challenges?

Moderator	Salvador Parrado, Spanish Distance Learning University
Panellists	Jan-Hinrik Meyer-Sahling, University of Nottingham
	Frits van der Meer, Leiden University
	Katarina Staronova, Comenius University
Rapporteur	Danielle Bossaert, Ministry of Public Administration and Reform, Luxembourg

The civil service plays a relevant role in the reform of the public sector but it also has to deal with its own reform. The session explored trends, lessons learnt and future challenges for civil service management. It focused on issues like professionalization, prompting performance and innovation in civil service.

Jan-Hinrik Meyer-Sahling pointed out that overall is it difficult to say what works in civil service reforms, and what does not due to the lack of evidence. Based on a recent survey (the largest cross country survey of 23000 civil servants in ten countries in Africa, Asia, Eastern Europe and Latin America) he focused on some basic practices that seem to produce positive results across different contexts and historical background. The aim of the survey was to explore how civil servants experience HR management, how HR practices affect their attitudes and behaviour on the job, what affects motivation, performance, and integrity. In a civil service that is perceived as good, the civil servants that perform well tend to be satisfied with their job. They tend to be committed to stay in the public administration and work hard. They tend to work with integrity and performing on the job is important for them. At the same time, satisfaction with job tends to vary across time. It is often seen that satisfaction drops after 5 years into the service and it takes 15-20 years to regain the same level of satisfaction. While sometimes we expect to see islands of excellence, in reality there are few organisations that are really good or bad and most usually are somewhere in-between. Some findings from the survey are:

- There is a general agreement that politicization has a negative effect on performance and integrity. The survey collected robust evidence that merit based recruitment (written exams, interviews, public advertisement of vacancies, etc.) curbs politicization

- Performance orientation should be part of the HR practices. Career and pay should be performance-driven, not seniority-driven or driven by political considerations. Performance evaluation systems are often criticized, but if they are appropriately applied they enhance the effectiveness of the civil service management

- A very important observation is that while there is a serious variation between countries, the same can be found within countries and sometimes, even within institutions. That means that reforms will not work unless they take into consideration that variation. The level of analysis should be the institution, or a group of institutions. While the basic rules need to be right for the whole, the diagnosis of the gaps and the monitoring should focus on the level that needs to improve

- As regards monitoring, staff surveys prove to be the most effective tool for diagnostics as it allows both granular view and aggregation for different types of staff and institutions. It allows seeing clearly where the problems are. The staff surveys give voice to the civil servants and make them agents of change.

Frits van der Meer called for a wider rethinking of the civil service function. The challenges and needs of the society call for a different role of the government. Northern Europe is embracing the concept of the enabling government – where the government encourages the civil society and citizens to take a bigger part in handling public matters. That means a different role also for the civil servants - with new skills and knowledge. That has many implications on selection, requirement, skills and career development, performance assessment, etc.

Yet, there is a kind of a **"double bind" – the civil service needs to adapt to the new needs, but it also needs people with new skills to be able to manage the transition**. The recent economic crisis put an additional limitation – with recruitment freezes it is difficult to get new skills; training was one of the first victims of the budgetary consolidation. Adaptation is put to the test also by a limited interest. In the backdrop of societal challenges and crises civil service reforms "do not win elections", nor demonstrate urgency to act. Therefore, civil service reforms should focus on what needs to change inside the system. Innovation is important to the extent that it brings improvements and alignment with your purpose. Look not only on the new ideas but also how they will be applied.

According to him, "merit" depends on what is needed in that particular point of time. Merit is not universal or historical. **Merit is linked to values, and those may vary in different groups of society.** Then it might be merit criterion that you have in your civil service people with that kind of perception.

Politicisation is a difficult concept; there are some 26 different definitions. We usually focus on political views or connections, but politicisation may be also linked to selection of people with the same policy views as the political leaders. Recruitment of people with the same particular view might be very dangerous as then civil servants will not express "loyal contradiction", and that is critical for having quality of government. People have to be **contradicted in order to improve the quality of decision making**; they have to be contradicted in order to prevent mistakes**.**

Katarina Staronova has carried out a large comparative study of individual performance appraisals in the EU Member States and the European Commission. The main messages of her presentation were:

- Certain elements need to be in place so that performance appraisal serves its role of a strategic tool for HR management. The focus should not be on the past results or behaviour but on the future – what do we expect from the staff? It should be part of the overall **performance**

culture of the organisation. It should be a communication tool – how staff will help achieve our goals? Civil servants have to be a partner **(shared ownership)**; exchange on goals and feedback on achievements has to be constant

- A stronger role of HR units brings positive effects. They can assist the managers in developing the necessary skills for conducting the appraisal

- We need to think more in teams. Many results in the administration are teamwork, and the role of teams is increasingly recognised. Yet, appraisal systems are not adapted to capturing this perspective yet.

- Finally, senior civil servants need special attention. They translate the organisational goals into team or individual ones. They need to have the right skills for that. We see also that they are apprised in more complicated ways due to their roles. Views from subordinates have an increasing role.

The presentations were followed by group discussions on the question: how to create space for civil servants to become agents of change. Important points stressed in this context, were the following:

✓ Meritocracy is an integral part of the Weberian model of public administration, yet the question how to build and preserve it is still open. Today, we see many renewed attempts for political control of public institutions. The question "who decides what is merit?" is particularly interesting. The answer it linked to values and those change not only overtime but with the increasing blending of cultures as a result of people mobility. Also, who has the responsibly to depoliticise the institutions? The civil service or politicians?

✓ In many systems performance appraisal has become a formalistic process and managers spend more time in respective procedures, than talking to staff. There is a clear need for people-centred management;

✓ Leaders need to bring in new mind-set and build vision with the civil servants Innovation and creativity can be stimulated by reduced power distance and more organisational learning, more staff involvement, environment that stimulates intrinsic motivation and trust.. Once such spaces are created, we should be careful not to destroy them. Promotion of change could become a standard part of the job descriptions and performance appraisal.

✓ Failing fast is a principle that allows the private sector to innovate but its application in the public administration is difficult due to the short political cycle which does not encourage the political leaders to take risk.

As a final comment, Jan noted that there is a difference between performance and productivity. The later could be measured with administrative data. Producing evidence on the state of play may motive the need of reforms and inform what could be the appropriate actions. Katarina confirmed that performance management cannot work if it is only a formality. Having it fixed in law is not enough. There should be trust and mutual understanding of how the tool can help a better performance of the whole system.

How are public administrations going digital?

Moderator	Alessandro Zamboni, Wavestone
Panellists	Miguel Angel Amutio Gomez, General Secretariat for Digital Administration, Ministry of Finance and Public Function, Spain
	Frank Leyman, Policy & Support, FPS Policy & Support – Digital Transformation Office, Belgium
Rapporteur	Andrea Halmos, DG CNECT, European Commission

Alessandro Zamboni opened the workshop by pointing out that digital technologies are an enabler for better public services and more efficient and effective public administrations. He highlighted the visible political will to support the digital transformation of public administrations through EU-level policies and principles (e.g. Digital Single Market Strategy, eGovernment Action Plan and European Interoperability Framework (EIF)) as well as related funding (e.g. Horizon2020, Connecting Europe Facility, ISA[2]).

The EUPACK project has, among others, explored how projects funded through European Structural and Investments Funds have supported public administrations. The study found that most of the funding for digitisation went to reduce administrative burden, to reengineering of underlying business process as well as digital skills. Investments have also been made in many specific policy areas. Yet, *more coherence is needed with policy alignment* (for example for integrated eGovernment and EIF principles) to ensure greater synergies and less overlaps. This should also be taken into account in the design of future funding programmes.

Miguel Angel Amutio Gomez spoke about the experience of his organisation, which is in charge of monitoring Spain's ICT strategy, the development and promotion of shared services and the coordination among all public administrations in Spain. He mentioned the recent administrative reform to respond to citizens' and companies' demand for digitalisation. OECD estimates more than 70% of the measures taken in the context of the public administration reform have a relevant role of ICT. He highlighted three key areas that were necessary for the reforms:

- Legal framework: there is a need for legal certainty in order to eliminate barriers to implementation. Thus, change needs a firm legal basis. This should set principles on how interaction with users should take place, what the rights of stakeholders are, etc. This legal framework provides the basis for a fully paper-less administration; from the moment the paper is digitalised, until the very end, the process will be done electronically. Pursuing the legislative changes also helps in making the cultural change.

- Cooperation & governance: Spain is highly decentralised, with 17 automatous regions and 8000 municipalities, most of which are small. Therefore, there is a need for strong cooperation to cope with such complexity. Cooperation is needed between all stakeholders. There is a need to involve all levels of government; academic support helps reach consensus.

- Digital services: Spain has developed a catalogue of digital services that clarifies the states service offer, including for example: eDelivery, eID, eSignature, once only principle, etc. He also noted a few challenges ahead, in particular as regards the full understanding of what digital transformation entails. He noted in this context that the OECD Recommendations for Digital Government Strategies in act refer to aspects that are not digital: awareness, engagement from all in the public administration, listening to users, ensuring trust and security.

Frank Leyman presented the second use case, about the organisational transformation of his entity, which included the merger of three ministries, based on a political decision to cut costs. The starting point was that the ministry was not prepared to take in new technologies, to respond to increasing demand from citizens and businesses, and the administration was not prepared for the change.

With the help of consultants they created the strategy around these political objectives: - improving the ranking in the [Digital Economy and Society Index](#) (DESI). They identified the main influencing factors, stakeholders (direct and indirect) as well as 10 basic guiding principles. They started to explore what citizens would really want to have, in particular as in the past 15 years a lot of effort has been made on digitising the back-offices, but little improvements have been made on the front-office (new image, service culture). They have thus identified 5 strategic leverages (which also became the 5 departments of the ministry). These are: innovation through/ piloting new technologies, focus on transformation, focus on synergies, interoperability and standards, building the ecosystem.

After 18 months into this exercise they start to have some conclusions: As Belgium is a federal state it is difficult to ensure overall consistency within all levels of government. The reorganisation has been too fast, so there was not enough time to think through, to acquire knowledge about emerging technologies. There is also more need to promote services (marketing skills), better engage citizens in the decision-making process and put more effort into education for the users.

The stories were then followed by group discussions around the question: **How can digital help transform / improve public administrations?** The outcomes of the conversation have been mapped and prioritised by the participants in the following way:

Digital public administrations – what does it mean:

✓ Need for better harnessing of data for decision-making, communication, service design and better policy-making / evidence towards improving the policy cycle and real-time assessment of policy impact
✓ Development of services, not just for citizens and businesses, but for administrations themselves
✓ Wider use of the digital by default option
✓ Focus on streamlined processes and better communication and data exchange
✓ Better policies, better services, better life
✓ What is digital transformation?
✓ The real transformation that needs to take place is cultural, not technological
✓ Digital is a means, not an end
✓ Take small steps
✓ Do not copy and paste the paper world / Do not digitise existing tasks but draw on new possibilities of technology
✓ Digital is only a tool, key issue is social innovation
✓ It is a transformation of civil service not its disappearance

Challenges for successful digital transformation:

✓ Data exchange / improving internal processes / redesign first
✓ Responsibility of government to understand what digital technology (e.g. algorithms) actually do
✓ "Digging the well, but will they come and drink?" Do people trust digital, see the value, have the right skills to use the digital service?
✓ Improve service quality / process reengineering
✓ Remove governmental silos
✓ Transforming public services

Opportunities for achieving digital transformation:

- ✓ Transparency / Helping public administrations 'lose control' and empower citizens
- ✓ Saving time and resources of citizens and enterprises
- ✓ Digital supports product and service innovation
- ✓ Citizen sourcing – new forms of accountability
- ✓ Equality in service delivery
- ✓ Technology makes many things possible, but do our structures in the public administrations allow us to reap the benefits?
- ✓ Higher level of democracy in our society (future learning, networking, etc.) & it helps people connect with each other

As a final conclusion, the panellists highlighted that digital is now the new 'norm' and indeed, we should let government "loose its control". Thanks to digital you have the possibility to turn government into a collaboration platform (offer the service in the form as a platform; let people do with it what they want). Although digital is a tool, there is still need for dedicated engagement of the citizens.

How to foster learning and exchange?

Moderator	Florian Hauser, Structural Reform Support Service, European Commission
Presenters	Vladimir Kváča, European Social Fund network on public administration and governance
	Edoardo Ongaro, the European Group for Public Administration (EGPA)
	Juraj Nemeč, the Network of Institutes and Schools of public administration in Central and Eastern Europe (NISPACee)

Edoardo Ongaro talked about the _European Group for Public Administration (EGPA),_ a pan- European association of the public administration schools. EGPA has established itself as an institution, as a hub of networks. Its work is currently organised around 22 study groups. The European research community has formed a collective identity as a result of three factors. Functionally, all national public administrations are part of the multilevel governance system of the EU. This creates an important context for the national systems, allows for transfer of similar practices, but on the other hand allows for preserving the diversity. Culturally, there is an obvious European identity in addition to the national ones. And finally, EU as an institutional framework enables comparative analysis in an unparalleled way. All of that poses the question – can we benefit from identifying common EU principles of public administration?

Vladimir Kváča presented the _European Social Fund network on public administration and governance_ and some of the related opportunities and challenges. The network has proven to be a useful forum for sharing and exchanging on Member States public administration development efforts. It involves about 16 Member States and has reached about to more than 100 people involved in one way or another in change of public administration and ESF financial support for that. The main aim of the network is to learn and it uses different methods for that – meetings, study visits, collective participation in MOOC trainings after which experience is discussed in the network. The themes on which the network is interested include – how to develop better public services, how to stimulate leadership, can public service can learn and innovate. The strength of the network is making the link between latest theoretic insights in administrative sciences and practice. We live in times of fascinating change when our understating how the administration works changes. Some of the experience collected by the network so far demonstrates how self-steering teams

can deliver more complex and effective services than hierarchies based on work specialisation. Also, to keep their intrinsic motivation, staffs needs more autonomy and possibility to relate to a higher purpose. The learning experience is recorded on the network's website and some specific publications that had been prepared. The big challenge is to ensure that the learning is disseminated further in the participating countries. For that, the recommendation is that organisations are represented by teams, not individuals. When teams go back home that will have a bigger dissemination power and be able to support internally for testing of ideas or transfer of experience.

Juraj Nemeč, explained the _Network of institutes and school of public administration in Central and Eastern Europe_ (NISPA-CEE). The network was established right after 1989 with the aim to help the countries from Eastern and Central Europe with the transition to a democratic and market-based society. Currently it combines 10 Member States (Czech Republic, Bulgaria, Croatia, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia, and Slovenia) and 18 non EU countries from Eastern Europe, Western Balkan, Central Asia, and the Caucasus. The initial idea behind NISPA was to create a framework for dialogue between the academia, the administration and the politicians. Unfortunately that dialogue between the three groups was not truly established, despite of the fact that today the need for more policy than politics, for evidence-based policy making is even stronger. NISPA, however, produced some of the reform-minded politicians in the region (like the first president of the network, who later in her career became a Prime Minister of Slovakia). NISPA is quite successful in networking the schools of public administrations and sharing knowledge on the social and administrative transformation that its member countries have been undergoing. It has encouraged some of the deep insights and understanding of what and why happens in the region, and is ready to share that beyond the network.

How can the European Commission help support and improve the quality of public administrations?

Participative discussions on how the Commission can help facilitate and support mutual learning and exchange of practices in partnership with Member State public administrations at different levels.

Question: Should there be an EU shared vision on what reforms in public administration should be supported and how this vision could be created?

Host: Vladimir Kváča

Main Insights - (Interim) Conclusions:
- There is some for some vision on how public administration should change in order to achieve coherent and consistent dialogue
- It has to be soft in nature; to be developed through a persuasive dialogue, not coercive practices
- European Commission needs a "PA champion" somewhere to lead this
  Further discussions in the group without concrete conclusions explored how should be involved and how to continue.

Open questions: how to involve MS. The current practice to rely on central contact points is not effective. These often are not the drivers of change. On the other hand, how to support such promising drivers within the countries, which are often ignored by the national centres of government.

Next steps: support the discussion among all levels and players. There should be an inclusive approach that increases efforts of other organisations like OECD and with the academia. The research community need to help bridge the gap between theory and practices of public administration.

Who should be involved: the European Commission, OECD, Academia, Member States

Volunteers: ESF PAG Network

Question: How much space there is to reform the administrative reform? How to improve quality? Are we repeating the same efforts again and again?

Host: Laimonas Gailius

Main insights: We have heard in the previous sessions that quality can be defined in different ways. Also, we should not resist change, as it is here to stay. It may come in cycles, which is not a bad because we can learn cycle after cycle. We should adapt and apply our own systems and improve our methods. We need to continually improve to achieve what we understand as quality. Each MS has its measurement and it is a good idea to have EU definitions of quality in PA.

Open questions

What are the attributes of quality? Some ideas could be:

- Human resources→
- Leadership→ focus on citizen
- technology→
- monitoring→ standard?

Whatever the attribute is, it has to be monitored. The ultimate objective is to produce value for the citizens. The quality should not be to the benefit of the public administration only. The citizens should be in the centre of the concept for quality.

Next step evolve and give it proper amount of time!

Who needs to be involved? Stakeholders, government and citizens

Proposal in a nutshell/tweet: #dynamic change

Question: How to move from theory to action to improve quality public administration?

Hosts: Stefania/Luke/Gianluca/Liz

Main Insights:

- Many approaches and tools exist but they are not implemented effectively. We invented a new system of EU funding allocation. The Commission would select of common indicators at EU level to monitor progresses of Member States and would link financial allocations to areas where countries underperform (e.g. European Semester/performance reserve of ESIF). That should be relatively easy as there is plenty of data. Such approach would allow targeted support, although some horizontal objectives may remain as well.
- need to harmonize data collection
- use of open data to gather accurate information e.g. Open cohesion
- capacity building and knowledge sharing through exchange programme for civil servants (e.g. extending Erasmus to exchange of officials)

Open questions

- What key indicators to choose? How to link them to good government principle?
- How to work from perceptions data to facts?
- How to harvest new tech for data gathering and interpretation?

Next step

- Propose a point for discussion at next OECD
- Launch a joint research program on "New Tech for governance transformation"
- Executive training bridging science to policy

Who should be involved:

- Member States, Regional governments and citizens
- Relevant international organisations (e.g. WB, OECD etc)
- EC services (e.g. SRSS, EMPL, JRC, Regio, RDT,CNECT, DIGIT)
- NGOs (e.g. IAI)

Volunteers: Luke, Stefania, Liz, GL

Proposal in a nutshell/tweet:
- Make reform really happen!
- Harmonise key indicators for governance transformation, leverage on the power of open data and funding by result mechanism to help not leaving behind

Question: What is the biggest funding gap? Where EU funding should be targeted and where it should deliver?

Host: Karin Attström

Main insights
- It should focus on delivering tangible results to citizens
- It should be easily accessible for innovation and experiments. It should not have big administrative burden
- It should be accessible for non-traditional stakeholders and engage/mobilise/cooperate with civil society
- It should explore cooperation in "new" sectors

Open questions:
- How EU-funding can push create political will/leadership commitment to reform?
- How can incentives be created through EU support?
- How to adapt funding to national election cycles?

Next steps: Establish experimental funding

Who should be involved: Social partners and civil society and national/subnational level

Proposal in a nutshell/tweet: "the EU-fund for failure and success"

Question: How to practically involve citizen users of government services in project implementation (design, implementation, monitoring, input assessment)?

Host: Pedro Obando

Main insight:
- How can we achieve user-centricity? It is a matter of mind-set. Digital technologies help, but the important part is to think from the perspective of the user;
- User-centricity requires time for involvement
- Incentives
- Be focused on citizens' request
- Send them letter (directly/targeted) concrete

Open questions: Does public administration have the capacity to involve citizens?

Next steps: Dig in dynamic, interactive possibilities through different channels. Make communication more fluid.

Who should be involved: associations of citizens, singular citizens, service providers at all levels?

Proposal in a nutshell/tweet: being user-centred is a mind-set, has to be accompanied with resources (time and money)

Question: What's the Reform? What should be the objectives?

Host: César Madureira and Jelena Tabaković

Main Insights: Two perspectives exist– the practical aspects of reform when we prepare projects and new initiatives, as well as a higher level of reflection about what values are taken into account when we think where the country wants to get through reforms. From citizen and civil servants point of view it is important to find the tangible, visible results. It is important to emphasise and communicate where are we going, what direction have we chosen. This should be connected

with the long-term values and vision.

Open questions: How do we make decisions? Is the budget cutting (only economic based decisions?) better than the quality services to final beneficiaries

Next steps: have an open discussion of Member States and the Commission where Europe wants to be, what will be the values of our countries – transparency and accountability, welfare state, etc.? What route we want to follow?

Who should be involved: All level of governments (central, regional) with motivating participation of stakeholders

Volunteers: EPLO, PORT, Slovenia, citizens

Proposal in a nutshell/tweet: beneficiaries matter

Question: How can the EC help professionalise public administration?

Host: Justyne Balasinska

Maine insights:
- Need to raise awareness in the MS on the necessity to learn and how to do it. That could be materialised in a joint statement (taking example of the Bologna declaration)
- Need to react to needs/policies in real-time, cut across silos, be flexible (open projects announcements rather than long term planning periods)
- Create a list of competencies (body of knowledge) for jobs in specific public administration sectors in PA and self-assessment
- Do survey of PA sectors/professionals on their level of competence to deal with new challenges

Open questions
- How to work across sectors/silos on horizontal management issues (for example, if we put the education, employment and social sectors together, they could innovate together)?
- How to bridge the whole process from training to evaluation of staff against measurable performance by providing the tools (e.g. KPIs)?
- How to achieve political commitment at MS level (e.g. declaration)?

Next step:
- Organise a conference for MS to sign declaration
- Encourage government take on board necessary tools to achieve political objectives
- Provide tools at organisational/individual level (e.g. trainings)

Who should be involved
- Public administration school (EIPA) and Universities, schools for tolls
- EGPA and other networks

Proposal in a nutshell/tweet: capacity building and professionalisation is key for quality in public administration; Professionalisation kills politicisation and corruption

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Question: What could the Commission do to support public administration in Member States?

Host: Jan-Hinrik Meyer-Sahling

- Given the importance of public administration for the functioning of the Single marker and given the perception that public administration has certain defects there is a case that can be made that the Commission could have a more proactive role.
- We should bear in mind that this is something that the Commission could do, in combination with other organisations like OECD. Public administration is a difficult area; it is competence of the Member States, so the only available instruments are of soft nature – non coercive means. Ex-ante conditionalities in this area would not go well.
- If it makes sense to invest in public administration, what could be done? The focus should be on enabling Member States to improve their public administrations, to generate evidence and improve the understanding about the problems, to provide guidance. The focus should be on enabling countries to help themselves.

- What infrastructure should be built for that? Staff surveys are good tool – they require infrastructure to collect data and to assess results, they require monitoring. That is helpful for the Member States as they get the tools to manage better themselves. Other tools could be developing policy units, supporting think tanks, etc.
- Efforts should be put also on cross-country and cross-institutional learning.

Question: Networks – how they should be structured, what the Commission can do to help them work and develop

Host: Anna Kanakaki

Main Insights: Networks are just the means, not the end of policies. There exist to empower people and create save space for innovation. The exchange of ideas should feed into to practice.

- The network should have clear purpose linked to outcomes. Expectations should be common for all members. Participation should be personal with institutional commitment. This will help ideas to be transferred into practice.
- Framework linked to projects
- Pioneers from all levels. We need the insights of the academia, although sometimes they need to be taken with caution and adapted from theory to practice.
- Interlinks between networks

Open questions: formal or informal?

Next steps: Analysis and Synthesis of available data. There are so many networks – their reflections of what works and what does not should be used.

Who needs to be involved: Member States, European Commission, citizens, pioneers, academics

Proposal in a nutshell/tweet: EC may help creating networks with clear purpose suitable framework a common e-space and e-tool and inter-links

Question: How to cut down bureaucracy in EU projects regarding PAR?

Host: Pavel Ivanov

Main Insights:
- There is high level of duplication of audits and controls, which lead to a huge burden
- The regulations are burdensome
- We focus more on the spending, than the results (mostly at local level)
- We focus on the details, not on the big picture
- Risk of info leak, errors
- Low absorption of EU funds

Unanswered/open questions:
- How to keep the balance between rules and the goals?
- How to reduce red tape without compromising effective monitoring?

Next step:
- Better use of lump sums and grants
- Simplified costs
- Simpler legislation
- Early consultations, support to beneficiaries
- Call Mr. Timmermans

Who should be involved: EU Institutions and Member States

Proposal in a nutshell/tweet: Adios, bureaucracy!

> **Question**: **Should the Commission take a role in promoting public administration reforms and monitoring and evaluation of the administrations? How?**
>
> **Hosts**: Gerhard Hammerschmid, Elke Löffler
>
>
>
> **Main insights:**
> - The first insight was that this issue in in the interest of the EU, so this should be a join endeavour of the Commission and the Member States. So the question became: How can the EU take more effective role to support MS in monitoring and assessing and learning about improvement of outcome, governance, principles and productivity?
> - Involve civil society
> - There should be an enabling approach, responsibility is with the countries
> - Governance principles with minimum standards
> - Governance principles need to continue to be implemented after accession
> - Common definition/understanding of key concepts
>
> **Open questions:**
> - Should this be a rolling review of implementation of governance principles?
> - Can it feed into innovation labs to solve wicked issues based on evidence?
>
> **Next step**: Dialogue of EUPACK findings within EU Semester
> **Who needs to be involved:** EU and Member countries, the civil society, volunteers
> **Proposal in a nutshell/tweet**: We need to enable and share learning about public administration reforms between Member states, governments and civil society, so let's start to monitor outcomes, productivity and governance. #justdoit

Concluding remarks– Daniele Dotto, Structural Reform Support Service, EC

It was amazing to see the enthusiasm and commitment with which participants discussed their views and ideas during the event. Many questions were raised. For example, why do we need public administration reforms at all? One reason is technological change. The GAFA (Google, Amazon, Facebook, Apple) did not exist 20 years ago. Today they are here with huge data – in some cases bigger than that in the public administrations themselves – and capacity to process it. The public administration needs to keep up in order to be able to serve its purpose. Another reason is the cost of an absent good government. Corruption costs in the EU the devastating amount of EUR 900 billion per year. The failure to transpose efficiently the EU law is estimated at EUR 45 billion per year. These failures translate into impediments to social justice and growth.

We have talked about different contexts. Indeed, we should recognise differences, yet not accept them as an excuse to deviate from the common principles and values. We need to understand the root causes of a problem, but the responsibility for improvement is with the Member State. With 40 000 people the European Commission cannot progress alone on the EU project, without the public administration in the Member States. To that end there are two aspects on which we need to work – to reduce the gaps between public administration performance across countries (to ensure fairness to all EU citizens) and to prepare for the future (think where do we want to be in 30 years from now).

The work done under the EUPACK study aimed at Commission's own capacity building – to explore the different national contexts and understand better what is the role of the EU funding. Yet, we see this work also as a service to the countries' administrations. The study gives them the opportunity for peer review of their experience. The Commission increasingly recognises as an important new role to facilitate the exchange of experience, to accompany the reform process. It has started already to reflect how to manage the topic of public administration better. That process involves all services and levels. Our objective is to prepare better tools that will deliver results and facilitate better collaboration. The
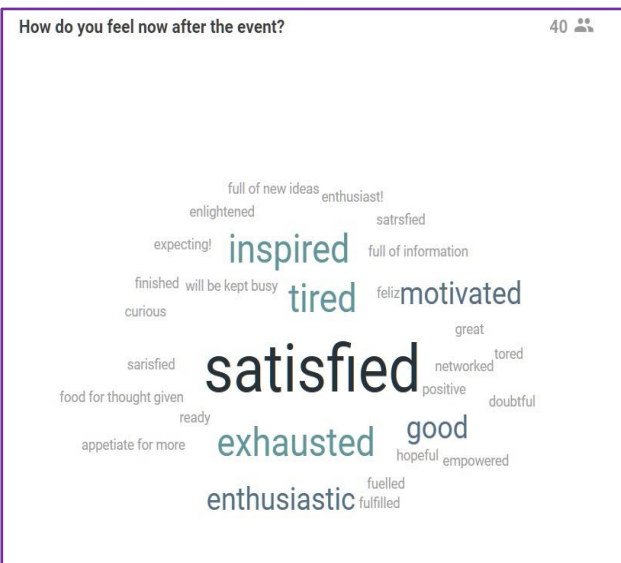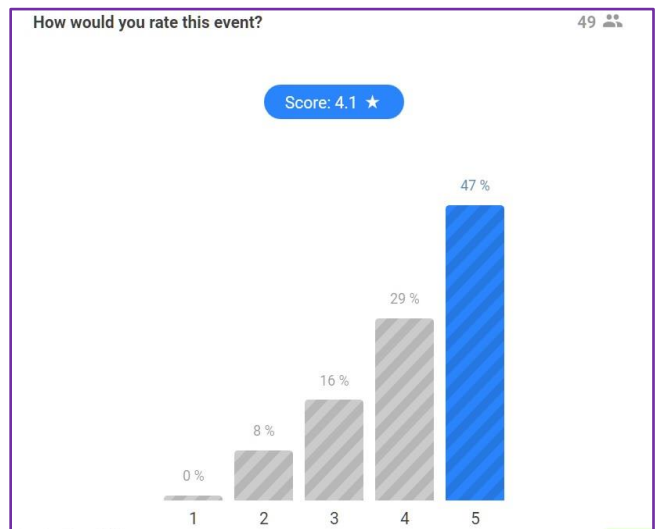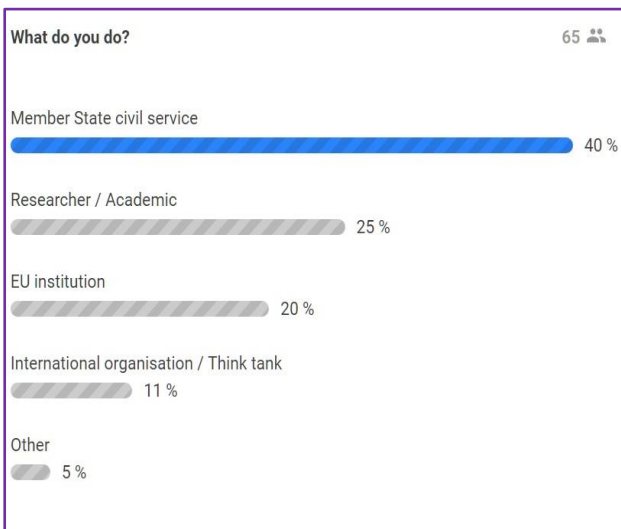
conclusions from the event will shape further our reflection on the next steps and especially on the need to continue the dialogue – regularly, operationally, hands-on, keeping the link between academia and practitioners.
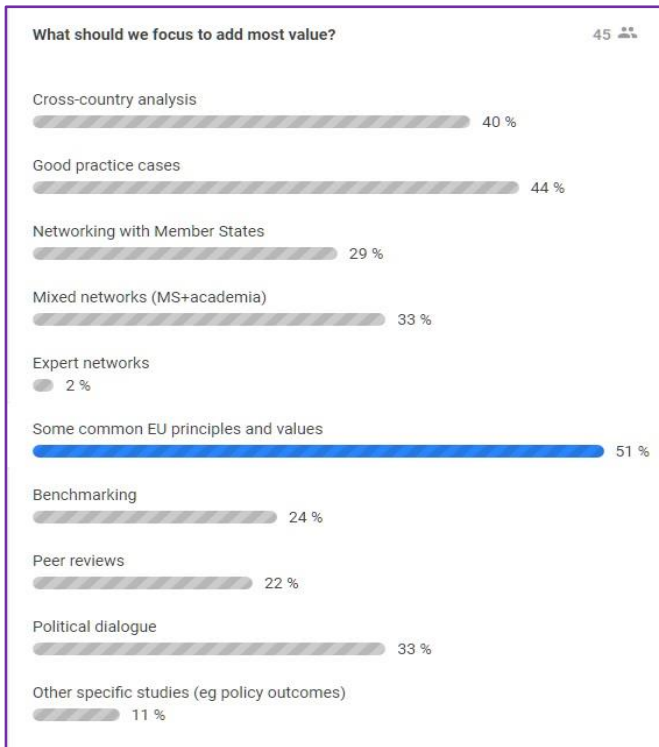
Polls via SLI.DO

Event summary report
Quality of Public Administration: What have we learned, what can we do better

Active users 92		Questions 20		Poll votes 343	
Engagement score	114	Likes / dislikes	24 / 0	Polls created	7
Engagement per user	1.2	Anonymous rate	60%	Votes per poll	49

What do you do? — 65

- Member State civil service — 40 %
- Researcher / Academic — 25 %
- EU institution — 20 %
- International organisation / Think tank — 11 %
- Other — 5 %

How would you rate this event? — 49

Score: 4.1 ★

- 1: 0 %
- 2: 8 %
- 3: 16 %
- 4: 29 %
- 5: 47 %

How do you feel now after the event? — 40

full of new ideas enthusiast! enlightened satrsfied expecting! **inspired** full of information finished will be kept busy feliz motivated curious **tired** great sarisfied networked tored food for thought given **satisfied** positive doubtful ready **exhausted** **good** hopeful empowered appetiate for more fuelled **enthusiastic** fulfilled

What should happen now as a follow up? — 39

measurements m&e group florian outcomes montoring recommendations couple environment reform start with actions spread the knowledge! practice summary practise fromtheorytoaction work **proposals** tools set funding theory in! study priorities member to see results **action** states political finish strngthen guidelines management results to boss money implement report identify plan keep meeting action on ideas **networks** network sharing of experiences working ideas govs further guidance & collaboration eupack eu level action

What should we focus to add most value? 45 👥

Cross-country analysis
40 %

Good practice cases
44 %

Networking with Member States
29 %

Mixed networks (MS+academia)
33 %

Expert networks
2 %

Some common EU principles and values
51 %

Benchmarking
24 %

Peer reviews
22 %

Political dialogue
33 %

Other specific studies (eg policy outcomes)
11 %

Questions posted via Sli.do:

✓ What are the main pillars/arranging principles of planning structural reforms and funds for beyond 2020? How do you evaluate MS inputs so far?

✓ At the EU level, looking at the fastest digital transformation, which policy to transforming jobs kills for public administration does already exist?

✓ Will there be support for public administration from the EU funds in next planning period after 2020?

✓ What recommendations does the EC have in regards to digital for successful PA transformation?

✓ What were the reactions of the MS's top administration towards the comparative study?

✓ What is Public Admin 4.0 like? How do we get there?

✓ There are geographical differences in how similar reforms are organised, top down, or in partnership with decentralised authorities, or market thinking. Governance!

✓ Is the change in political power the best time to initiate a reform? Sometimes it looks like new government just wants to destroy opponents' work.

✓ What about comparison of PA results in citizens' perspective? What is the administrative burden when a baby is born? What support is available after release from prison?

✓ Which digital technologies (robotic process automation for example) could be used to have a better measurement of the public administrations' performance?

✓ How can we spread network learning to facilitate change when returning back to the office after a network meeting?

✓ We spoke about public administration reforms. How MS could be helped to measure effectiveness and outcome of reforms?

✓ Improving citizens' life is our mission. How can we reach this goal? What changes are needed in PA services? Who lead it?

✓ Please organize workshop intermediate bodies together with authority bodies to work together when making the implementation acts - we are your stakeholders