Guidelines – Good Practice Cases
8th European Quality Conference

The Luxembourgish EUPAN Presidency

Strengthening the capacity of public administration in tackling current and future challenges

– Public administration as part of the solution –

Luxembourg, 1st & 2nd October 2015

I. INTRODUCTION - THEMES

The following themes will be explored during the conference:

1. **Public administration in the cycle of policy design, implementation and evaluation –** anticipating stakeholders' expectations and including effective inter-institutional collaboration

2. **Strategic thinking in a future-oriented and innovative public administration** (vision-based; result-oriented: strategic and operational objectives / measurements; reporting / accountability)

3. **Strengthening professionalism in building an innovative public administration** (leadership development; staff development and involvement; knowledge management; quality management)

4. **Innovative service provisions through stakeholders and citizen / user involvement** (multi-channel; digital agenda; one-stop shops; administrative burden reduction; innovative thinking; the role of leaders; process management; public servants and citizens working together in building trust and transparency)

5. **Societal responsibility** (Environmental behaviour; anti-corruption / ethical behaviour; societal behaviour; diversity)

II. SELECTION PROCEDURE: GOOD PRACTICE CASES

The chosen themes are the starting point for the Member States to select and propose **good practice cases**. Suggestions for **keynote speakers** are also welcomed.

- **Procedure.** EUPAN members / national Member States are invited to submit good practice cases. Each country is allowed to present up to 2 cases and send the corresponding case descriptions (using the application form) to the EIPA (CAF@eipa.eu). Good practice cases will be selected / evaluated according to general criteria (transferability / applicability / proven results cf. list below), thereby taking into account how well they correspond to the 8QC themes. Suggestions and agreement to involve good practice cases into the programme of the 8QC will be discussed with the contact person of the case.

- **Applicants.** All European public administration institutions (public sector) from all levels (European, national, regional & local) can propose good practices cases to be presented at the 8QC.

- **Application form.** National good practice cases from the Member States should be described in the application form (see attached), giving the main information about the implemented project. An applicant should prepare a summary of the good practice case and present objectives, results of the project, lessons learned, etc.

- **General criteria.** Each submitted project / case has to correspond to the following general criteria:

  - ➢ **Useful / Proven results.** The implemented project shows that planned objectives and results were achieved and had visible impact on a specific area of public administration.
  - ➢ **Innovative.** Some new, creative, uncommon ideas were applied implementing a project.
  - ➢ **Integral.** The project shows cooperation with customers, stakeholders and society. Integrated methods taking into account success factors (strategic objectives, personnel involvement, process and change management, etc.) were used when implementing the project.
  - ➢ **Sustainable.** The results achieved when implementing the project are long lasting and could be developed in the longer term.
  - ➢ **Adaptable / transferable.** The project as a good example could be adapted in other organisations for the same or different reasons.

- **Content of the cases.** The purpose of these good practice cases is to illustrate how the public administration contributes to „Strengthening the capacity of public administration in tackling current and future challenges". All best practice cases presented must therefore be related to one of the themes defined by EUPAN. The good practice case may relate to more than one theme, but it is recommended to choose the most relevant one to illustrate your selection of the case.

III. CONTENT DETAILS

Below (and also for the purpose of the application form), the 5 topics are illustrated more into detail.

Theme 1*: Public administration in the cycle of policy design, implementation & evaluation*

This theme puts the focus on a series of topics: How is policy designed in practice? What instruments are available? How can more creative solutions be found? In seeking answers, it wants to explore the qualities of good policy-making, approaches to longer-term strategic planning, stakeholder consultation and the advent of co-responsibility with citizens and businesses (co-design, co-production, co-evaluation, etc.) and including effective inter-institutional collaboration.

Potential core areas for cases:
- *Forward planning and scenario writing*
- *Elements of proactivity in policy making*
- *Inter-institutional collaboration in policy design and implementation*
- *Co-design, co-production, co-evaluation*
- *Outcome mapping*
- *Network governance*

Theme 2: *Strategic thinking in a future-oriented and innovative public administration*

Organisational strategies start from mission and vision development, the definition of strategic objectives, and cascading them down into operational goals and actions that can be monitored and measured. Implementation means making choices about the 'way forward', in the context of the policy framework, available resources, and beneficiaries' needs and expectations.

Based on the mission, vision and values, organisational strategies start with robust analysis, defining strategic objectives, and cascading them down into measures and operational plans that can be executed, which may

require the upgrading of processes and capacity. Monitoring and learning should be part of the strategic process, as well as being attentive to the need for modernisation and innovation, which support organisations in improving their functioning. Critically assessing the implementation of the strategy and operations should lead to updating and adapting them, whenever necessary.

Potential core areas for cases:
- *Vision-based strategies*
- *Result-orientation: strategic and operational objectives/measurements*
- *Targeted ways of reporting/accountability (different target groups, different media, …)*
- *Triggering innovation in the strategic process*

Theme 3: *Strengthening professionalism in building an innovative public administration*

The critical importance of well-performing public institutions to good governance has come to the forefront in the last two decades. Well-run institutions can lead to better policies, increased investment, and an increase in the social capital stock of a community. By contrast, the impact of inefficient and ineffective governance is ultimately demonstrated through an adverse business climate, labour market problems, and weaknesses in the judicial system, *inter alia*. This theme examines how organisations engage in creating and strengthening a professional and well performing public administration.

Potential core areas for cases:
- *Leadership development*
- *Staff development and involvement*
- *Knowledge management*
- *Quality management*

Theme 4: *Innovative service provisions through stakeholders and citizen/user involvement*

How are services processed, packaged and delivered? Whilst administrations continue to search for more cost-effective ways of working, the digital society, 24/7 media and social networks have been raising awareness of what is actually achievable. Citizens and businesses increasingly demand public services that are better, faster, cheaper, and often prefer to be online, not in-line. This theme explores how administrations can better understand needs and expectations, improve processes and simplify administration, ease access to services through one-stop shops or multi-channel delivery, exploit the advantages of e-Government, interoperability, 'once-only' data registration and move towards 'digital by default' and 'open by default', commit to service standards and measure satisfaction.

Potential core areas for cases:
- *Multi-channel*
- *Digital agenda*
- *One-stop shops, administrative burden reduction, …*
- *Innovative thinking*
- *The role of leaders*
- *Process management*
- *Public servants and citizens working together in building trust and transparency*

* Important here is the link between the organisational process/enabler-side and the results achieved. So not only a description of the end stage, but also the way how this was achieved and the change process it took for the organisation.

Theme 5: *Enhancing societal responsible public administrations*

The main mission of an institution is always dedicated to satisfying a category of needs and expectations of the society. Beyond its main mission, a public sector institution should adopt responsible behaviour in order to contribute to sustainable development in its economic, social and environmental components, related to the local, national and international community. This may include the organisation's approach and contribution to quality of life, protection of the environment, preservation of global resources, equal employment opportunities, ethical behaviour, involvement with communities and the contribution to local development. The main feature of social responsibility translates the will of the institution, on the one hand, to integrate social and environmental aspects in its decision-making considerations, and on the other hand, to be able to respond to the impact of its decisions and activities on society and the environment. Social responsibility should be an integral part of the strategy of the institution. Strategic objectives should be checked in terms of social responsibility in order to avoid unintended consequences.

Potential core areas for cases:
- *Environmental behaviour*
- *Anti-corruption/ethical behaviour strategies*
- *Societal behaviour*
- *Diversity and anti-discrimination strategies*

IV. ROADMAP

MSs	Pre-announcement of the conference & collection of potential interest Call for applications	April 2015 – May 2015
MSs	MSs send their proposals for good practices / keynotes to the conference organisers	After IPSG March 2015 **Deadline:** 22 May 2015
LUX & EIPA	Selection of the cases & keynotes & volunteers to moderate the 8QC good practice case sessions	May 2015
LUX & EIPA	Finalisation of the programme	First half of June 2015
LUX & EIPA	Contact and briefing cases / keynotes	June – Mid July 2015
Cases	Sending in presentations	Beginning September 2015
LUX & EIPA & Cases	Feedback and finalisation of presentations / material	Mid September 2015

V. CONTACT INFORMATION

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