

Innovation in Public Service Delivery

*Report of the Meeting of the Directors
of Institutes and Schools
of Public Administration from
the European Union during
the Danish Presidency
of the Council of the EU*

eu2012.dk

THE DANISH
PRESIDENCY OF
THE EUROPEAN UNION
2012

*Metropolitan University College
Copenhagen, 10-11 May 2012*

CONTEXT 4

THE DISPA MEETING 6

INTRODUCTORY SESSION 7

Innovation in Public Service Delivery – Consequences for Training (Dr. Nikolaj Lubanski, Prorector, Metropolitan University College, Denmark and Tue Sanderhage, Director, Institute of Management and Public Administration, Metropolitan University College, Denmark)

Opening Speech: Innovation in the Danish Public Sector (Niels Gotfredsen, Director, The Agency for the Modernisation of Public Administration, Danish Ministry of Finance)

Future Needs – A Student Perspective on Innovation (Emiel Luck, Suzan Burcu, Stephan Thrane – Public Administration students, Metropolitan University College, Denmark)

PRESENTATIONS AND DEBATE ON INNOVATION 9

Keynote Speech: Innovation Models (Christian Bason, Head of Innovation, MindLab, Denmark)

Collaborative Innovation in the Public Sector (Prof. Dr. Jacob Torfing, Co-director of Collaborative Innovation in the Public Sector, Department of Social Science, Roskilde University)

PARALLEL OPEN SESSIONS:

CASES FROM THE DANISH PUBLIC SECTOR 11

What Are the Main Challenges? (Annette Wandel, Chief Consultant, Danish Patients, Denmark; Jacob Vestergaard, Organizational Anthropologist; Emiel Luck, Suzan Burcu, Stephan Thrane – Public Administration students, Metropolitan University College, Denmark)

WORKSHOPS: CASES FROM OTHER EUROPEAN COUNTRIES 13

Trans-European Case: A European View on Innovation Initiatives Based on the EPSA Studies (Prof. Dr. Marga Pröhl, Director General, European Institute of Public Administration)

Dutch Case: Reduction of Administrative Burdens and Simplifying Procedures for Citizens (Saskia Groenewegen, Director, Dutch Institute for Public Administration, The Netherlands)

Portuguese Case: Innovation from Within (Mafalda Lopes dos Santos, Director General, National Institute for Public Administration, Portugal)

PLENARY DISCUSSION AND CONCLUDING STATEMENTS 16

The Background to Innovation – Competence Needs and Consequences for Training (Ole Kjær, Director, Tax and Customs Administration, Danish Ministry of Taxation)

A European Perspective on the Road from Challenge to Innovation via Training – What Does It Take? 10 Statements on Innovation (Tue Sanderhage, Director, Institute of Management and Public Administration, Metropolitan University College, Denmark)

Cyprus, Next Presidency (Dr. Sotos Shiakides, Director General, Cyprus Academy of Public Administration and Marios Michaelides, Senior Training Officer, Cyprus Academy of Public Administration)



DISPA INTERNAL ISSUES

18

On the Survival of the Institutes of Public Administration – the Danish Case (Dr. Nikolaj Lubanski Prorector, Metropolitan University College, Denmark)

The Budapest-Warsaw Resolution & the DISPA Wiki (David Walker, Director, European School of Administration)

Introducing the IASIA Annual Conference 2012 in Bangkok (Bernard Boucault, Director, Ecole Nationale d'Administration, France)

Report on the Joint Conference on Ethics and Deontology in Public Administration, Athens, December 2011 (Bernard Boucault, Director, Ecole Nationale d'Administration, France; Fabrice Larat, Deputy Director of the Department of Education and Training, Ecole Nationale d'Administration, France; Nicolas Georgarakis, Secretary General, National Centre for Public Administration and Local Government, Greece)

Conclusion and Announcements of Future Conferences, Workshops and Projects of DISPA Members

ANNEXES

23

1. Programme
2. List of Participants
3. Warm Hands in a Cold Economic Climate (Nikolaj Lubanski, Tue Sanderhage)
4. The Public Sector Is Not a Brown Suit (Emiel Luck, Stephan Thrane and Suzan Burcu)
5. The Network of Directors of EU Institutes and School of Public Administration (DISPA)
6. The Budapest-Warsaw Resolution

CONTEXT

THE DANISH PRESIDENCY OF THE COUNCIL OF THE EU

Between 1 January 2012 and 30 June 2012, Denmark held the rotating Presidency of the Council of the European Union (EU).

The four fundamental priorities for the Danish Presidency were:

- a responsible Europe
- a dynamic Europe
- a green Europe
- a safe Europe

In accordance with tradition, the DISPA meeting was organised by the School of Public Administration located in the Presidency country, in this case the Metropolitan University College.

METROPOLITAN UNIVERSITY COLLEGE IN BRIEF

The Metropolitan University College (Metropol) is both an educational institution and an active and vibrant knowledge institution - one that is involved in social development, poses questions and provides answers. It trains the individuals who bind society together and generate growth and prosperity.

Three of the College's core activities come together in two faculties:

- The Faculty of Social Sciences and Education: study programmes, postgraduate studies and research and development into management, leadership and social work.
- The Faculty of Health Professionals and Technology: study programmes, postgraduate studies and research and development into health, schools, nutrition, nature and technology.

The interrelationships between research, teaching and the professional world serve as the source of the knowledge that Metropol generates - and of its long-term effects. Metropolitan graduates are trained to join important professions, and to be innovators within them. It is not enough that they master their own professions and disciplines. They must also contribute to renewal and development.

Metropolitan strives to be an academic spearhead, with study programmes based on close interrelationships with practice, and supported by relevant research and development. Digital means of pursuing these objectives are of increasing importance. Digital solutions help improve dialogue with the rest of society and meet the students and partners in the real world. Metropolitan's guiding principle is "knowledge that works, knowledge that challenges".

THE NETWORK OF DIRECTORS OF EU INSTITUTES AND SCHOOLS OF PUBLIC ADMINISTRATION (DISPA)

Although the members of DISPA are diverse in terms of their role, status, mission and financing, their cooperation has been considerable over the years. As a result of the exchanges of experience and best practice that form the basis of DISPA meetings, its members have i.a. been able to embark upon various joint activities on an ad hoc basis, or even more permanently, have commissioned studies, developed common training programmes, offered traineeships, and so on. Since 1997, the member state holding the rotating Presidency of the EU has usually organized a DISPA meeting.

PRE-MEETING DISPA TRIO CONSULTATIONS

Since the German Presidency of 2007, DISPA meetings have generally been prepared by a “troika” composed of the schools in the countries of the past, present and two subsequent Presidencies. The European School of Administration is also associated, notably to contribute to the coordination of the Network’s activities and to ensure a degree of continuity from one DISPA meeting to the next.

The preparations for the Copenhagen DISPA meeting included a troika meeting, which took place on 10 February 2012 at Metropol and discussed the themes and organisation of the meeting itself. It was chaired by Dr. Nikolaj Lubanski, Prorector of Metropol and also attended by Mr. David Walker, Director of the Brussels-based European School of Administration (EUSA), Ms. Karine Auriol, Training and Development Adviser, EUSA, Prof. Jacek Czaputowicz, Director of Poland’s National School of Public Administration (KSAP), Dr. Roxana Zyman, Analyst, KSAP, Dr. Sotos Shiakides, Director General, Cyprus Academy of Public Administration, Mr. Tue Sanderhage, Head of Metropol’s Department of Management and Administration, and Ms. Lisa Brønnum, Senior Advisor, Research & Development, Metropolitan University College, Denmark.

During the meeting, participants received the Warsaw DISPA Report on “Leadership in a Changing Public Administration”, which was welcomed and regarded as an excellent record of proceedings and the decisions taken. The representatives of Poland’s National School of Public Administration (KSAP) were asked to help with the writing of the Copenhagen DISPA Report.



THE DISPA MEETING

The Copenhagen DISPA meeting took place on the premises of Metropol on 10-11 May 2012 around the theme of “Innovation in Public Service Delivery” and the consequences for training civil servants. A copy of the programme is contained in Annex 1.

The main purpose of the meeting was to reach a communiqué with 10 statements:

- 5 general learning points on how to enable innovation in public service delivery;
- 5 recommendations concerning consequences for training.

In addition to the national schools in EU countries there were representatives of the European School of Administration (EUSA), Brussels; the European Institute of Public Administration (EIPA), Maastricht and the Regional School of Public Administration (ReSPA), Danilovgrad, Montenegro as well as representatives from the Schools in Croatia, Iceland, Norway, Switzerland and Ukraine. A complete list of participants is contained in Annex 2.

Some students and teachers from Metropol also attended and delivered presentations.

The meeting was chaired by Dr. Nikolaj Lubanski, Prorector of Metropolitan University College (Metropol) and Mr. Tue Sanderhage, Head of Metropol’s Department of Management and Administration.

OUTCOMES OF THE MEETING

The meeting benefited from a wealth of contributions by DISPA members and guest speakers alike. It was a successful event, as it led to learning points on several matters relevant for the participants. Specifically, the main outcomes of the meeting were as follows:

- An opportunity to discuss public administration challenges and the need to create smart solutions for those that are common to European countries: a) the need to scale down citizens’ expectations of government and public services and the numbers of people those services will benefit; b) the dilemma between wanting to achieve stable and consolidated management of the public budget and gaining re-election by demonstrating decisiveness and prompt responses, often based on individual cases; c) the general crisis of confidence among politicians, administrators, professionals and citizens;
- A rich exchange of experiences on innovation in public-sector delivery from a general debate on current and future needs to innovating in times of austerity, collaborative innovation in the public sector, and the road from challenge to innovation via training. The meeting included presentations and discussions on specific cases of innovation in Denmark, and other European countries such as The Netherlands and Portugal, as well as a trans-European perspective, culminating in the consideration of general learning points and consequences for training. The summaries of speakers’ presentations are included in the next section.
- A discussion about some of the current challenges faced by public administration training institutions that are common to DISPA members, not least in regard to concrete cases where these challenges have been overcome and a crisis survived (as with Metropol). Institutes and Schools of Public Administration may have to face situations such as: structural reform including a merger of organizations; marketisation of public institutions; increased difficulties to receive basic funding; or difficulties in keeping up the necessary research and development. The strategic choices that Institutes and Schools of Public Administration may be able to make could be based, as was the case for Metropol, on one of three strategies: a) a fight for the status quo; b) re-integration within the state administration; or c) a merger with other educational institutions and/or becoming part of the formal educational system in consequence.
- An opportunity to learn about recent conferences and upcoming workshops, conferences, and other relevant activities of certain DISPA members, as well as an exploration of the possibilities

for future cooperation not least around collaborative research and other joint activities, including EU projects and the delivery of training.

- A communiqué with 10 statements: 5 general learning points on how to enable innovation in public service delivery and 5 recommendations concerning consequences for training.
- Consideration of other DISPA matters as a follow-up to the adoption by DISPA members of the Budapest-Warsaw Resolution (Annex 6), such as news concerning the DISPA wiki - recently re-launched by the European School of Administration, a key member of DISPA that aims to support the network as appropriate and to reinforce communication with a view to promoting more effective exchange of good practice in relevant fields.

INTRODUCTORY SESSION



Prorector Dr. Nikolaj Lubanski and Tue Sanderhage, Head of the Institute of Management and Administration, Metropolitan University College - *Innovation in Public Service Delivery - Consequences for Training*

The meeting was opened by Dr. Lubanski, who welcomed participants and said that the theme of innovation in public sector delivery had been chosen because of its importance and timeliness as well as its link with the EUPAN work programme (“an open, adaptable and performing public administration”). He added however that the particular concern of participants would be to subsequently focus on the implications of innovation in terms of training and development needs. He also stressed further considerations, including the fact that doing more with less demanded a new mindset and new forms of cooperating and organizing; that DISPA members should try to determine how training institutes could prepare civil servants for taking the lead in these processes of change; and that the Danish case (with the challenge and the activities at Metropolitan University College) is quite relevant for this theme.

Dr. Lubanski explained that the challenges faced by the European countries are similar, even if their welfare systems are very different. He mentioned three common characteristics: scaled-down expectations; politicians caught between a stable budget and re-election; and a crisis of confidence. In his introductory speech, he referred to these common challenges, which were explained in greater detail in an article which he co-authored together with Tue Sanderhage, entitled “Warm hands in a Cold Economic Climate” (Annex 3), published in the Danish Newspaper *Politiken* on the day of the DISPA meeting:

1. All European countries need to scale down their citizens’ expectations of government and public services.
2. Politicians throughout Europe are caught in a dilemma between wanting to achieve stable and consolidated management of the public budget and gaining re-election by demonstrating decisiveness and prompt responses, often based on individual cases.
3. There is a general crisis of confidence among politicians, administrators, professionals and citizens. The welfare system works best if politicians have confidence that people only ask for benefits if they need them, and conversely if citizens trust that politicians want what is best for the public. At the same time, there must be confidence in the professionals’ ability to make an informed judgment, as well as a confidence in administrators’ ability to create a link between political decisions, professional assessments and the public’s expectations regarding fairness and consideration of the individual.

These three challenges are “a tough combination to manage”. The question “how can European countries make massive savings on public spending and encourage people to scale down their expectations,

while still maintaining confidence in the system?” points out to the necessity of innovation - creating “smart solutions” for “wicked problems”.

Mr. Tue Sanderhage, Head of the Institute of Management and Administration at Metropolitan University College, presented the programme for the meeting.



Niels Gotfredsen, Director, Agency for the Modernisation of Public Administration, Danish Ministry of Finance - *Opening Speech: Innovation in the Danish Public Sector*

After briefly explaining the mission of his newly created organization - which is to ensure innovation and efficiency in the public sector - Mr. Gotfredsen continued by talking about the meaning of “innovation”, which “depends on the context”. While innovation and modernization are viewed by many as related to digitalisation, the measurement of output and out-

come, and obtaining flexible frameworks for management, the speaker emphasised the particular importance - for public administration - of a strengthened focus on leadership instead of management.

Mr. Gotfredsen highlighted the fact that the point of departure for any kind of innovation must be the specific situation an organisation is in at a given point in time, rather than the situation of others. So care must be taken in using other organisations or companies for benchmarking purposes. The speaker also noted that modernisation in a private company is not the same as modernisation in a public agency, notably because public administrations in the EU are subject to various laws, constitutions and other regulations that set the framework for their activity. The prioritisation of tasks and level of activity has to be in compliance with current political decisions.

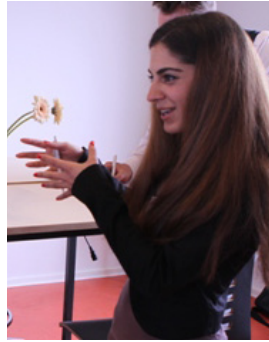
Mr. Gotfredsen also drew attention to the fact that as the activities and expenditure of public administrations always involve the use of taxpayers’ money, there is a particular responsibility for the way tasks are performed and duties discharged.

He stated that innovation denoted not merely thinking ‘outside the box’, but also the sweeping and searching of all corners of the existing box. While referring to the huge potential for minimising expenditure in public administration, he offered an example of “innovation in practice” whereby the Ministries in Denmark are currently reporting on their expenditure for the first three months of the year to the Ministry of Finance and their estimated future spending. This enables the Ministry of Finance to detect more easily whether there are likely to be unused resources that could be transferred to other areas). In addition, they have introduced a centralised and coordinated system for purchases (e.g. of IT-equipment, office furniture, etc.), as a means of keeping public spending at the lowest possible level.

Mr. Gotfredsen emphasised how, in the light of the fiscal challenges deriving from the economic crisis, it has become necessary to challenge existing rules and agreements, and to look with an open mind at other options and ways of doing things. A prerequisite if there is to be innovation is that all stakeholders be open to new ideas and to an exchange of experience across sectors and existing hierarchies, personnel groups, etc.

He applauded the idea of inviting students of Metropol - as future employees of the public administration - to contribute to the meeting with their perspectives on innovation, of which careful note needed to be taken.

Towards the end of his presentation, Mr. Gotfredsen addressed a special message to DISPA members as he stressed that education and training had to be targeted at tackling the current and future challenges that public administration faces. By doing this, through both innovative as well as more traditional means, much could be done to ensure that the right employees with the right competences will be present in the public administration of the future.



Emiel Luck, Suzan Burcu, Stephan Thrane, Public Administration Students, Metropolitan University College, Denmark - *Future Needs - A Student Perspective on Innovation*

The floor was then given to three students of the Metropolitan's Bachelor of Public Administration programme - Emiel Nørkjær Luck, Suzan Burcu and Stephan Georg Thrane - who offered some innovative suggestions as regards what governments should do to build a new image.

Speaking on public innovation and in particular on how innovation might work better, the students stressed the importance of a lack of fear in the face of innovation. In relating current problems in the public sector, they listed such features as a uniformity of thinking that was bureaucratic and non-dynamic.

The suggestions the students offered as regards the branding of the public sector - with a view to making it more attractive - included a rethink that would involve employees fully. In their view, public administrators might help the public sector by relying on greater inter-disciplinarity, generalists, and innovation.

One recommendation for the retention of staff in the public sector was to involve employees to a greater extent, put their innovative ideas into practice and reward them for coming up with them.

One of the students also underlined the importance of student/management partnerships in educational establishments and universities. By forming such a partnership, participants modified the boundaries for what might or might not be done within the organization from the limited to the limitless. However, for any such partnership to succeed, it was deemed important that all sides were sufficiently motivated. The students stated their belief that management should provide tangible rewards for students - rewards that enable them to stand out from the crowd and heighten their chances for employment.

PRESENTATIONS AND DEBATE ON INNOVATION



Christian Bason, Head of Innovation, MindLab - Keynote Speech - *Innovation Models*

Mr. Christian Bason talked about innovating in times of austerity, which requires a "radical change through co-creation and co-production".

He began by introducing *MindLab*, which is a cross-ministerial innovation unit with three parent ministries from Denmark: the Ministry of Business and Growth, the Ministry of Taxation and the Ministry of Employment. The mission of this unit is to co-create with a view to tackling "wicked problems". From this perspective, the citizen involvement gives a better chance of generating ideas that actually work for them.

Mr. Bason highlighted 4 reasons why innovation is necessary in the world: 1) higher productivity, 2) better outcomes, 3) improved democracy and 4) better service.

The value of public-sector innovation comes where productivity and democracy meet with service experience and outcomes. Mr. Bason stressed the value of the systematic process of co-creation, whereby new public policies and services were put in place with people, not merely for them. The required new mode of knowledge must be based on professional empathy, i.e. "experiencing what citizens experience".

Mr. Bason then emphasised the importance of "design as the driver of policy and service co-creation" by "rehearsing the future", and pointed out several aspects to this design, including: the challenging aspect, which concerns re-imagining problems & opportunities; the human aspect - understanding

drivers of behaviour; the experimental aspect - prototyping as a vehicle for learning; and the concrete aspect of visualising to make cross-cutting dialogues possible.

In the view of the speaker, co-creation provides for co-production. The latter was defined as an approach to governance that seeks to leverage all available resources to produce the best possible outcomes at the lowest possible cost. Mr. Bason presented five approaches to creating value through co-production: 1) redefine; 2) facilitate; 3) build capacity; 4) recognise that citizens can do things government cannot; 5) combine development of water management with social change. While the traditional approach emphasised the need to optimize, deliver and help, this hinged on public resources and uncoordinated co-production; the co-production now being sought redefines, facilitates, invests and makes use of network resources and systematic co-production.



Professor Jacob Torfing, Roskilde University - *Collaborative Innovation in the Public Sector: A New Role for Public Managers and Public Organizations*

Prof. Dr. Jacob Torfing, Co-Director of Collaborative Innovation in the Public Sector (CLIPS) and Professor at the Department of Social Science, Roskilde University, gave a talk on the new role for public managers and public organizations as an element of collaborative innovation in the public sector. He highlighted the need for public innovation to be turned into a permanent, systematic and pervasive activity, with the creation of an innovation culture and the utilisation of collaborative innovation.

Prof. Torfing began by remarking that although many perceive the public sector as an ossified bureaucracy characterized by stalemate and inertia, it is in fact far more dynamic and innovative than its reputation would suggest, as the significant transformations we have witnessed over the last 30-40 years demonstrate. At the same time, he emphasized the growing demand for public innovation as: 1) globalization is constructed as a competitive game that nations, regions and localities can win or lose, depending on their capacity for innovation; 2) the public sector is caught in the cross-fire between rising expectations and limited resources; 3) there is a growing number of “wicked problems” that cannot be solved by standard solutions. In this context, public innovation can and should generate growth, enhance service quality, save money, and break policy deadlocks. It was noted that public innovation had often hitherto been episodic and accidental, often resulting from new technological possibilities, crises and scandals, and local experimentation, or else arising from the actions of new employees or managers. As such, it fails to enhance the organizational capacity for innovation. Hence, there is a need to turn public innovation into a permanent, systematic and pervasive activity.

Prof. Torfing defined innovation as an open-ended search process through which problems are defined and new and creative ideas developed, selected, put into effect and spread. Successful innovation is present where its results are desirable in the eyes of multiple stakeholders.

It was noted that there had been a tendency to focus upon and celebrate different innovation heroes, such as elected politicians, public managers, private contractors, public employees and users. However, new research shows that all phases of the innovation cycle are strengthened through collaboration. Professor Torfing defined collaboration as the constructive management of differences. Collaborative innovation ensures that it is the ability to foster innovation rather than organizational boundaries that determines who contributes to public innovation.

Referring to collaborative innovation strategies, he mentioned: 1) cultivation strategy - creating spaces permitting employees to collaborate across organizational boundaries to develop and test new ideas; 2) replication strategy - collaborating with other public authorities to identify, adjust and try out their most successful innovations; 3) partnership strategy - testing new ideas in collaboration with public or private partners that are subject to other rules; 4) network strategy - facilitating mutual learning and joint ownership through sustained interaction between public and private stakeholders.

Prof. Torfing then talked about the three roles of the innovation manager:

- as a convenor - creating momentum, securing political support and integrity, deciding on the team, assigning roles, clarifying the process, defining milestones and deadlines, and aligning expectations;
- as a facilitator - providing administrative support, enhancing trust, developing common frames of reference, solving or mediating in conflicts and removing barriers for collaboration;
- as a catalyst - providing new perspectives, envisaging threats, creating incentives, bringing new knowledge into play, changing venues and modes of interaction, spurring transformative learning and managing risk.

He stressed the need for a cultural revolution. He expressed his belief that hands-on innovation management must be replaced by a more long-term, hands-off innovation management, which could be done through: 1) active use of the HR function - ensuring diversity and developing people who can span boundaries; recruiting and nurturing creative talents; enhancing collaboration, trust and influence; 2) the creation of an innovation culture - combating the zero-error culture, the tyranny of bureaucratic rules and the constraining auditing regime; creating flat and flexible organizations; and drilling holes in public silos to create open, borderless organizations.

At the end of his presentation, Prof. Torfing opened a discussion on public administration models and a new vision for public administration. He explained that, although New Public Management had led to many good things, it was tending to generate increasing frustration. New Public Governance is in turn offering a new and promising vision for public sector development. Prof. Jacek Czaputowicz, Director of Poland's National School of Public Administration (KSAP) took part in the discussion on the new vision of public administration and emphasized that this new model does not reflect the realities of the new EU members from Central and Eastern Europe and that we should find an accurate description of their public administration.

PARALLEL OPEN SESSIONS: CASES FROM THE DANISH PUBLIC SECTOR



Annette Wandel, Jacob Vestergaard, Emiel Luck, Suzan Burcu, Stephan Thrane - *What Are the Main Challenges?*

The parallel open sessions comprised presentations on examples of innovation from the Danish public sector given by Ms. Annette Wandel, Chief Consultant at Danish Patients - an umbrella organization for sixteen patient associations in Denmark, Mr. Jacob Theodor Vestergaard, an organizational anthropologist specializing in innovation and management culture; and the aforementioned group of Metropol students.

Ms. Wandel began her open session with a presentation entitled "A Patient Perspective on Challenges and Solutions in Healthcare". She introduced the case of David, which illustrates the challenges towards securing coherence between different phases in a patients' course of treatment: diagnosis, treatment and rehabilitation - and the daily life of David. She spoke about the medical system's perspective and offer, on the one hand, and the patient's perspective and needs, on the other, the two emerging as very different.

She explained that there is a change in the disease pattern, with more people living with a chronic disease and the capacity to handle life with the disease is consequently of increasing importance. The involvement of patients thus becomes crucial for better treatment, while it becomes increasingly difficult to find coherence. At the same time, there is a change in the patients' role: they are seeking information; have better knowledge of the disease and its treatment, and are thus more and more inclined to demand a relationship based on cooperation, not subordination.

The solutions to the challenges referred to are involvement of patients and their relatives and coherence throughout the course of treatment. Ms. Wandel highlighted how the involvement of patients brings documentable positive effects as regards quality of life and patient satisfaction, the clinical outcome, patient safety, and changes in the provision of services. She concluded by stressing the goals of Danish patients, which included a systematic approach to quantity and quality, a systematic evaluation and legislation supportive of that (as it is in Norway). Larger-scale projects are also anticipated stressing quality rather than saving money, coherence, avoiding one-size-fits-all approaches, user innovation and not necessarily technology-driven.

Mr. Jacob Theodor Vestergaard presented a case from the municipality of Svendborg which asked the question: “How can a municipality rethink and redefine its role?”

Typically employees see a problem and come up with a solution without looking at the issue from the citizen’s perspective. So in 2009, Svendborg adopted a new personnel policy whose goal was to create a culture in which innovation would become embedded in its employees’ daily work. The reasons behind this change of emphasis were the future shortage of labour, greater limitations on resources, and increasing demands from citizens. The aim was to solve future tasks in a smarter manner with fewer resources. It was decided that 25 managers and employees (“Ambassadors for Innovation”) would take part in a seven-day action-learning programme on innovation. The goal was to create a common methodological approach and language, build innovative capabilities, and identify concrete innovative projects that the municipality could implement.

For the purposes of the programme, Svendborg’s activities were divided into five areas: leadership, information technology and education, theatres and cooperation, building applications and a nursing clinic. Participants were divided into five groups under the leadership of a Director. Each group had to come up with an innovative project in the area assigned to them.

Mr. Vestergaard was part of the “building application group”. The problem to be solved was the excessive length of time it took to process citizens’ requests for authorisation to build or alter property. The main reason for this was that 40% of applications were incomplete or inaccurate because of the complexity of the procedure. The group spent several days at the office for building applications observing the way in which they were processed by staff. They then interviewed real estate-people and local citizens who had experience of building applications. The programme emphasized that citizen-centric innovation is first and foremost about understanding people’s basic behaviours, wants and needs, and listening to their experiences. Solutions can then be developed with an emphasis on thinking outside-in, instead of the traditional inside-out approach.

Mr. Vestergaard identified two problems that had arisen. Firstly, although the Svendborg project initiators listened to the views of citizens and professionals, they regarded their input more as an informal contribution and not an integral part of the search for an innovative solution. Secondly, the way in which the process was conducted meant that in reality one set of people was effectively innovating on behalf of another. This caused problems in terms of implementation because the solution was not necessarily meaningful for, or needed by, those whom it concerned directly.

During their open session, the Metropol students continued along the lines of their plenary presentations. They stressed that the mindset of public administrators must change. The public sector also thinks innovatively, but must become better at telling the outside world about that. Stephan Thrane noted that, when a municipality aims to promote itself, it mostly changes the design of its website. However, public innovation should be more than just a new digital design. Suzan Burcu emphasised the necessity for “thinking anew about branding”. One of the consequences of the public sector not branding itself visibly enough may be that the best experts choose another place of work: “If I say that I work in the municipality, people think that I always wear dull brown suits. It’s an image the public sector must get rid of, to attract the best qualified workforce in the future. We should be proud of what we can do, and not be afraid to talk about it”, explained Emiel Luck.

WORKSHOPS: CASES FROM OTHER EUROPEAN COUNTRIES

The workshops revolved around examples of innovation from other European countries. Participants were divided into three groups with a view to their attending the workshops chaired by: 1. Prof. Dr. Marga Pröhl, Director-General of the European Institute of Public Administration (EIPA), who started the discussions by presenting a trans-European perspective on innovation initiatives; 2. Ms. Saskia Groenewegen, Director of the Dutch Institute for Public Administration (ROI), whose presentation featured a Dutch case of the reduction of administrative burdens and the simplification of procedures for citizens; and 3. Ms. Mafalda Lopes dos Santos, General Director of Portugal's National Institute for Public Administration (INA), who introduced a Portuguese case on innovation.



EIPA – The Trans-European Case: A European View on Innovation Initiatives Based on the EPSA Studies

Dr. Pröhl presented a European perspective on innovation cases, with a special emphasis on the trends in public sector innovation shown by the 2011 studies in respect of the European Public Sector Award (EPSA). She explained that the EPSA brings together the best, most innovative and efficient performers from the European public sector. By highlighting exemplary models of innovative public performance, the award serves as a catalyst for continued progress in addressing Europe's most pressing concerns. It is therefore a tool for disseminating new problem-solving models and for supporting the EU 2020 Strategy for smart, sustainable and inclusive growth. The vision of EPSA is to create an arena in which Europe's public-sector institutions can excel and become a model for the rest of the world.

In 2011, a total of more than 350 European public organizations registered on the EPSA online system, with 274 applications finally being submitted and proving eligible. Applications were received from 32 European countries, while there were also 7 from EU Institutions. The "top submitters" included countries such as Spain, Romania, Austria, Italy, Poland and Germany. The EPSA 2011 themes included: 1) Smart Public Service Delivery in a Cold Economic Climate, 2) Opening Up the Public Sector through Collaborative Governance, and 3) Going Green: Concrete Solutions from the Public Sector.

Dr. Pröhl presented her analysis of the themes covered by the EPSA cases such as:

1. the need for a successful strategic framework for budget & services reform: what public-expenditure level is sustainable?; what level of public-service delivery is acceptable?; clarity of objectives (linked to an ability to set priorities); the co-design and production of services by users. The skills required for this entail strategic planning, budgeting, CAF, collaborative production for (e-)services;
2. the importance of commitment at all levels for reform processes, particularly the top level: budgeting and service reviews are, in the end, political decisions, so political support is essential; a fully-fledged process of reform in a public administration works better when it engages those responsible for making it work at middle-management and operational levels. The skills here involve: CAF, communication and negotiation skills, change and HR management skills, and (political) leadership skills.
3. innovation taking place at all levels of government: successful processes happen at all levels and in different political systems; there is no indication or evidence per se that such reviews or reforms are easier or more difficult in a specific form of governmental structure (centralised, decentralised, etc.). The necessary skills concern: the review of innovative solutions at different levels of government, as well as multi-level governance skills.
4. technological innovation as an enabler of service reform, since it is capable of bringing significant improvements in service-delivery standards and/or reduced costs; in considering innovation, public authorities should actively seek good practice from other public authorities. The required skills in this case comprise teaming up with experts on new technologies, benchmarking and matching skills.
5. the opening up of processes to citizens, with a view to innovation being supported; greater influence on active involvement of citizens and the private sector; also resulting in greater administra-

- tive efficiency, as well as the financial benefits of not having to allocate as many resources to a particular area or process. Skills that are necessary for this include communication and participatory techniques, cooperation with the media.
6. new social media & transparent communication as sources for innovation: the use of the Internet is the most significant element in facilitating the overall aim of transparency; access to information supports citizens' involvement; increased trust in the public sector as another result. The skills here are: utilization of social media in PA, (e-)citizen involvement techniques, data protection and accessibility skills.
 7. the integration of social groups as a facilitator of innovation and ownership: initiatives to integrate specific social groups within the general public takes the idea of collaborative governance even further; working together towards a common goal creates ownership and increases outcome acceptance. The skills needed here involve communication, negotiation and participation techniques;
 8. a stronger innovation base through partnership with the private sector: the responsibility of decision makers does not change, only the level of openness and involvement; partnership of the private and public sector strengthens the innovation base. The necessary skills are communication, negotiations, contracting and PPP;
 9. making innovation transferable - through evaluation: measuring and evaluating outcome is essential when it comes to transferring knowledge; challenges related to performance measurement are linked to expectations and cost-benefit analysis. The skills comprise evaluation, quantitative techniques, CBA.
 10. professional exchange and networking in support of innovation: membership of networks at European, national, regional or local level support innovative initiatives and their quality; innovation needs continuity and a strong exchange with other administrations. The necessary skills are: networking, benchmarking, quality management, matching and broker skills.
 11. 'branding' as an important awareness-raising tool to spread innovation: communication and awareness-raising are important elements of many initiatives; 'branding' can be an essential element of a communication strategy. The required skills in this case include media communication, marketing, corporate identity-building skills.



ROI-HEC- *The Dutch Case: Reducing Administrative Burdens and Simplifying Procedures for Citizens*

While speaking about the legal, cultural and administrative context in her country, Ms. Groenewegen referred particularly to the General Administrative Law Act, which concerns all administrative authorities, and regulates the way in which administrative authorities are required to take administrative decisions, handle objections, appeals and complaints regarding their decisions that affect citizens.

She then presented the Informal Pro-active Approach Model (IPAM) explaining that both the private and public sectors in The Netherlands spend millions in terms of hours and costs where complaints, objections and appeal procedures are concerned, and there is a significant increase in subsidized legal aid up to 400 Euros per year. The result is that these now account for 11% of the total amount of administrative cost to citizens. These problems are now being addressed by IPAM, which provides for a fundamental change in complaint handling and conflict resolution in PA. It is a pro-active, personal and solution-driven approach consisting of two interventions:

1. upon receiving an objection against a government decision, a public servant ensures quick and direct personal contact with the citizen concerned (a telephone call or informal meeting); the public servant uses communication techniques and skills derived from mediation, although no other neutral person is involved and mediation as such does not take place.
2. during the preliminary phases of decision-making, before the taking of the actual government decision that has negative consequences for a specific person, the citizen concerned is contacted to test, among other things, whether the information on which the decision will be based is cor-

rect and complete. This by the way provides for an explanation as to why a certain decision is about to be made, with possible alternative solutions therefore being explored with the citizen. The objective is to invest in the quality of the decisions made, as well as the underlying relationship between government and citizen, in order that future objection procedures may be avoided wherever possible.

This new policy has been implemented since 2009. The current goal is nationwide implementation in all government decision-making processes including complaint-handling and objection procedures. Within the next four years, IPAM should be offered in a minimum of 50% of all decision-making processes. At the moment, it is being offered by 220 administrative authorities in 16 government domains.

Ms. Groenewegen also underlined that, according to research, it is not only the outcome or the result of a governmental decision that determines whether citizens feel they were treated fairly, but the manner in which the outcome is reached or the process leading to it. In other words, it is the opportunity of being heard that emerges as so essential to citizens, in combination with a fair, transparent and timely procedure. Research into the effects of a pro-active, solution-driven approach to complaint, objection and appeal procedures shows a reduction in the number of procedures, saving the authorities time and money (approximately a 20% cost reduction), a 40% increase in citizen satisfaction and a 20% improvement in job satisfaction perceived by government employees.

She then spoke about the Kafka Brigade, considered “first aid for bureaucratic breakdown”. It was explained that the Kafka Brigade is an independent, not-for-profit action research team, comprising a network of action researchers from Amsterdam and the Hague (Publiq Zenc NL), Boston (USA), Northern Ireland and Wales (UK). The Kafka Brigade is called into action when citizens and public servants become tangled in a web of dysfunctional rules, regulations and procedures. Its mission is to tackle the bureaucratic dysfunction and red tape which prevent people from accessing the services they need, and which constrain and frustrate public-service staff.

Among the services provided by ROI, she mentioned tailor-made services in the host country, including combinations of IPAM and the Kafka Brigade. At the end of her presentation, Ms. Groenewegen announced the organization by ROI of a workshop within the framework of the European Reciprocal Training (ERT) Network of European Schools and Institutes, on 10-12 October 2012, the purpose being to share this Dutch case of innovation and discuss with European colleagues how they could benefit from IPAM.

The international interest in this Dutch case of innovation includes an IPAM workshop for ReSPA in Montenegro run by ROI in December 2011, the receipt of a European Public Service Award in 2010, and a United Nations Public Service Award in 2011.



INA – *The Portuguese Case: Innovation from Within*

Ms. Lopes dos Santos began her presentation on a Portuguese case of innovation by defining innovation as doing something in a new or different way. Her examples included: new/improved service, process innovation, organizational innovation, administrative innovation, system innovation, conceptual innovation and radical change of rationality.

She stressed that innovation in public-service delivery is about getting the most out of resources and capacities, better outcomes, lower costs and also about people, organizational culture, and top and middle managers. Ms. Lopes dos Santos then talked about enablers of innovation including innovation strategies, support from top management, public-sector innovation units, cross-disciplinary teamwork, delegation and flexibility in HRM, change regulations and the use of ICTs and partnerships. She also mentioned inhibitors of innovation, as listed in 2011 by the OECD, i.e. a lack of financial resources, lack of incentives structure, short-term budget and planning horizons, culture of risk-aversion, capacity and skills, and difficulty in reaching target groups. She underlined the fact that innovative/successful practices start inside organizations.

Speaking of innovation practices in Portugal, she mentioned those based on process re-engineering, simplification, interaction with the citizen, and e-Government instruments. One successful example of innovation in her country’s public administration is Simplex, aiming to make citizens’ and businesses’

everyday life easier by using simplification of laws and procedures, the elimination of unnecessary documents, consolidation of existing legal rules, and easier access to public services. More concretely, this innovation has ensured an easier and faster way to obtain an ID card or a birth certificate and other documents including those related to tax returns in Portugal or the now-famous start-up of a firm in less than one hour.

Ms. Lopes dos Santos also referred to other new management instruments oriented towards PA efficiency, concerning performance assessment HR Management, financial and budgetary management, public procurement, and IT Governance.

She concluded that the implementation of new management instruments helped with doing more with less by leading to innovation strategies, the motivation of workers and teams, competence enhancement, and IT deployed in support of situations where budgets are lower, workers are fewer in number and/or older, competences are lacking, and there is organizational instability.

PLENARY DISCUSSION AND CONCLUDING STATEMENTS



Ole Kjær, Director, Tax and Customs Administration, Danish Ministry of Taxation - *The Background to Innovation - Competence Needs and Consequences for Training*

The second day began with a presentation by Mr. Ole Kjær, who explained how his organization had managed to deal successfully with the challenge of competence needs and strategic competence development.

He started with the remark that almost all Danish taxpayers use the online self-service system, which saves a lot of money for all actors involved. Since 2005, the Danish Tax and Customs Administration (SKAT) has become increasingly effective, although there are fewer and fewer employees. In 2005, there were 10,300 employees in the organization, while by 2015 only around 6600 are expected to be working there. These changes have been happening while the demographic trend in Denmark shows that a higher percentage of the population is older and requires services from the welfare state. A smaller percentage of the population is on the labour market and is providing welfare services.

Mr. Kjær highlighted the current and likely challenges including loss of competences when large groups of staff go into retirement; budgetary constraints leaving no possibility for recruitment in the near future; fewer job shifts than expected; more complex tasks calling for staff with higher-level competences; continued political demand for higher efficiency and better quality in problem-solving; and employees with lower educational qualifications being released from their tasks as new IT-based systems take over.

He explained in detail how his organization approached these challenges, focusing on strategic competence development, including further education of staff and matching jobs and competences. In order to match jobs and competences, staff were divided into three groups, each of which gave rise to different possibilities for follow-up action:

1. Group 1: employees with competences not fully utilized currently - these employees may voluntarily apply for advertised positions in the organization if their competences match the position. In other cases, the organization may oblige the employee to move to another job. If the employee refuses, he may eventually be dismissed.
2. Group 2: employees with a good match between tasks and competences - most of the employees in this group will just continue their work. In some cases, they are offered skills-upgrades or further education to ensure a good match is maintained in the long term. The employees in this second group who have recently shifted to new tasks in the organization may be offered skills-upgrades or further education.

3. Group 3: employees currently working on tasks that will disappear or whose competences do not match current needs - employees in this group cannot be transferred to new tasks or re-trained, through skills-upgrades or further education, to take on new assignments. Thus, they are offered a retirement benefit plan.

Mr. Kjær ended by stressing that as an element to performance appraisals, personnel managers must all fill out an electronic information form to be used during the nationwide coordination that follows the performance appraisals, in order that the required/desired match between jobs and competences in the organization be put in place. He concluded that the success of the SKAT's strategy requires middle managers to share the same vision and be able to implement it in practice.



Tue Sanderhage - A European Perspective on the Road from Challenge to Innovation via Training - What Does It Take? 10 Statements on Innovation in Public Service Delivery

The concluding plenary discussion was led by Mr. Tue Sanderhage, who focused on the European perspective on innovation and training, and ended with some statements on innovation that had been emphasised throughout the whole Copenhagen DISPA meeting.

Looking through the EPSA-cases, he noted that: some of the conditions are different, but the challenges are the same: do more for less money! In addition, the solutions show diversity but have the same mind-set

because: public leadership and administration are important co-creators of innovative praxis that lasts, linking professionals and politicians in new ways, co-creating concepts of governance together with political, strategic, operational and civil-society actors in order to assess what we value instead of valuing the things easy to assess.

Mr. Sanderhage underlined how public management and administration can bring together different stakeholders and make a contribution to the co-creation of future practice. He further referred to "qualitative management and administration" as creating frameworks for smart innovative solutions in a cold economic climate.

Based on the fruitful Copenhagen DISPA meeting discussions, Mr. Sanderhage condensed out 10 statements on innovation in public-service delivery that comprised five main learning points and five main consequences for training.

Learning points

1. "Innovation takes both leadership and management". While leadership should focus on creating a strong vision, showing will and persistence in overcoming the barriers and having the courage to involve many voices in the process, management should focus primarily on process and outcome, and on redesigning concepts and systems that support these, rather than focusing on input and output.
2. "Involving is getting more with more". Citizens and groups are not just stakeholders, they are resources in creating knowledge and can do things that government cannot. Co-creation works as a new way of finding solutions with people, not for them. And finally, to involve and include more voices is an investment with risk, but also with the possibility of great and lasting outcome.
3. "Innovation takes place both inside and outside the box". Innovation can be designed within many of the existing frameworks - there are many empty spaces that can be filled with innovative solutions. Implementation is a crucial part of the innovation process, and this takes place inside the box. Going outside the box is no more risky than staying inside in the current situation, since the status quo is not an option.
4. The professional as a designer, as the new conditions in public administration change his role - less focus on the role of sole authority who helps citizens, and more on being a convenor, a facilitator or a catalyst for innovation. Everyone is a designer in the co-creation of innovation. In the process of innovating, the professional must show professional empathy with the citizens' service experience.

5. Visualizing and brand, which refers to the need for complex solutions for complex problems. It stresses the need for full-scale change to be designed - from the formulation of a strong vision, its linkage with the branding effort, the redesign of organizational frameworks and a focus on involvement on all levels, from politicians via strategic and operational leaders and managers and on to professionals and citizens. Solutions should combine the need for sustainability in terms of resources, economically, professionally, environmentally, democratically and in terms of service experience. This requires a mind-set based on transparency, curiosity and the collection of qualitative data on the service experience - through research, investigation, testing and prototyping - and creates innovation that lasts.

Consequences for training

1. Training must have new content: training in “inter-actionist” research-methods; theory of innovation, innovation models and “performance training,” combined with analytical competencies.
2. Training must take place together with the practice of public administrators. Training must get out of the box of the institutes, schools and universities, and begin its interaction with real experience at the earliest stages.
3. There are new target groups as training is not just for professionals in public administration - it can be a co-creative process involving both politicians and citizens as well. At a time of co-creation and the involvement of citizens and civil society in the solving of public-service delivery issues, we should start thinking about how “non-professionals” are to be trained.
4. Leadership training is essential at all levels. Innovation and involvement calls for leadership to be provided, not only by managers but by all professionals. Leadership competencies involve the ability to formulate, communicate, brand and implement new visions and strategies.
5. The evaluation of innovation and its effects is a central competence. Innovation does not take away the legitimate need for documentation and measurement of impact, but it moves the focus from output to outcome, and must at all times link closely with the purpose of public-service delivery.



Dr. Sotos Shiakides, Director-General and Marios Michaelides, Senior Training Officer, Academy of Public Administration, Cyprus - *Cyprus, The Next Presidency*

Dr. Shiakides and Mr. Michaelides presented the theme and tentative programme for the next DISPA meeting, which will take place in Cyprus on 11-12 October 2012.

The two speakers introduced the theme, which will be “Enhancing the Impact of Training on Organizational Performance: A Paramount Challenge for Trainers and Training Schools”. The meeting will comprise two thematic axes: transferring off-the-job learning to the work situation and promoting on-the-job learning in which learning and work performance coincide. The two-day conference will deal with the two thematic axes in plenary presentations and discussions, as well as smaller-scale workshops.

DISPA INTERNAL ISSUES



Dr. Nikolaj Lubanski, *On the Survival of the Institutes of Public Administration - the Danish Case*

The final session was mainly dedicated to DISPA matters. During his presentation Dr. Lubanski, referred to the experience of the Danish School of Public Administration with regard to the challenges it has faced in recent years, including the merger of relevant organizations, marketisation of the public institutions, difficulties in obtaining basic funding and keeping up the necessary research and development, and particularly the strategic choice that the School had to make in order to survive.

With regard to this strategic choice, the Danish School had three possible trajectories to follow: 1) fight for the *status quo*; 2) re-integrate into the state administration; or 3) merge with other educational institutions and become a part of the formal educational system. Choosing the last option led to certain very important benefits such as stable and long-term funding, formal education (included in the Bologna Process), access to and an emphasis on R&D and a closer relationship with other welfare sectors. In spite of these advantages, Dr. Lubanski mentioned the inevitability of some disadvantages including distance from the state (ministries); being “one of many” - not “the institution of public administration”, and “lesser agility” due to having to cope with more bureaucracy.

He spoke about Metropolitan University College, which aims to make a positive contribution to society. This is done by continuously improving programmes aimed at future managers in the welfare sector. Metropol currently has 950 employees, 2 faculties (health/technology & social/education), 8370 professional bachelor students, 3000 diploma students, 5000 on short courses and an early turnover of 710 million DKK.

Dr. Lubanski concluded his presentation by emphasising Metropol’s guiding principle, which is “knowledge that works, knowledge that challenges”. By combining current practical knowledge with new theoretical insights, it helps develop professions in the health and welfare sector. Developing practice does not just imply providing services that are in demand today. That is why Metropol aims to develop solutions for tomorrow and - to that end - works closely with the public and private sectors, as well as with research centres.



David Walker, Director, European School of Administration (EUSA)
- The Budapest-Warsaw Resolution & the DISPA Wiki

In his address, Mr. Walker raised three points linked to the follow-up of the Strasbourg Manifesto and, more particularly, the Budapest/Warsaw Resolution (see full text in Annex 6). The latter, adopted on 14 October 2011, during the previous DISPA meeting (in Warsaw) refers to the principles that should guide the work of DISPA members, and sets out further concrete courses of action to ensure the achievement of DISPA members’ objectives.

Mr. Walker’s points concerned the DISPA Wiki, links with the European institutions and the inclusion of the commonly-agreed text on the DISPA Network (Annex 5) on the members’ websites.

1. The role played by the European School of Administration in actively contributing to the coordination of DISPA’s work is underlined by its investment in the DISPA Wiki. Mr. Walker began by reminding DISPA members that each School has its own page on the Wiki, and by thanking those Schools that had put items on it. He encouraged everyone to make active use of this simple and practical communication and information tool. Mr. Walker offered to add pages for those from outside the EU who were present at the Copenhagen meeting. He announced that there is also now a separate page for European Reciprocal Training (ERT).

In future, if DISPA members so wished, the European School of Administration would put their contributions on the Wiki for them. They only needed to contact Mr. Fernando Aguirre at the EUSA. The School will be putting its schedule of new management training programmes on the Wiki in the near future, and Mr Walker repeated his offer to allocate places on these should DISPA members be interested in sending participants from time to time.

2. Mr. Walker said that he was aware that many Schools had excellent links with the EU institutions, especially the European Commission, over issues such as placing students on internships. But he offered to do what he could to help, if Schools did not have a network of contacts, especially if institutions other than the Commission were involved. Anyone interested in taking up this offer should contact Mr. David Walker, Ms. Ewa Wronska or Ms. Karine Auriol.
3. The Director of the EUSA thanked those Schools that had put the commonly-agreed text about DISPA on to their websites, and encouraged the remaining Schools to do so. The text had been distributed to each DISPA member in the language of its country.



Bernard Boucault, Director, Ecole Nationale d'Administration, France - Introducing the IASIA Annual Conference 2012 in Bangkok and Update on "Les rendez vous européen de Strasbourg"

In his capacity not only as Director of ENA, but also as Vice-President for Europe of the International Association of Schools and Institutes of Administration (IASIA), Mr. Boucault introduced IASIA's annual conference to be held in Bangkok between 16 and 20 July 2012, hosted by the National Institute of Development Administration (NIDA) of Thailand. The topic chosen for this year is "Challenges for Local Governance and Development in the 21st Century".

He explained that the activities of IASIA members include education and the training of administrators and managers. He noted that, since 2010, IASIA's president has been a European - Professor Valeria Termini, the former head of the Italian National School of Public Administration.

The Conference in Bangkok will approach the various challenges local governance is facing today and in the future. These challenges relate not only to the financial crisis, but also to the political crisis, or to the challenges posed by climate change and natural disasters. Participants will have the opportunity to share experiences and compare approaches and discuss the lessons to be learnt. Mr. Boucault introduced the Plenary Sessions, thematic workshops, Working Groups and Special Sessions of the Conference, stressing that the IASIA annual conference is a unique opportunity to meet colleagues from schools and institutes of public administration from all over the world, to learn about public-sector management issues and developments in other countries, and to advance our knowledge and expertise as regards current and future concerns. He invited DISPA members to attend the conference as the best way to promote European values in the field of administrative training and research at the international level - one of the objectives set out in the Strasbourg Manifesto.

Mr. Boucault also spoke about an event which ENA has been organizing regularly since 2010: *Les rendez-vous européens de Strasbourg*. He noted that some DISPA members - Mr. David Walker, Mr. Günther Wurster and Mr. Jacek Czaputowicz - have already attended this event that is dedicated to key European issues of interest to those in charge of training civil servants at national and EU levels. The next meeting was going to take place at the European Parliament in Strasbourg between 22 and 24 May 2012.

Bernard Boucault, Director, Fabrice Larat, Deputy Director of the Department of Education and Training, Ecole Nationale d'Administration, France, and Nikolaos Georgarakis, Secretary General, Institute of Training, National Centre for Public Administration & Local Government, Greece - Report on the Joint Conference on Ethics and Deontology in Public Administration, Athens, December 2011

Mr. Boucault and Mr. Larat, presented an example of inter-school cooperation that contributed to one of the objectives of the Strasbourg Manifesto, namely that national efforts alone are not sufficient to deal with the problems we all have to face. This example of cooperation concerned the organization by EKDDA (Greece's Institute of Training, National Centre for Public Administration & Local Government) and ENA - of a conference entitled "Ethics and Deontology in the Modern Public Administration" held on 9 December 2011, in Athens. The event was attended by 130 participants, all senior officials of the central and local public administration of Greece.

Since July 2011, a EU Task Force has been providing technical assistance to Greece. Its purpose is to identify and coordinate the technical assistance that Greece needs to deliver for the EU/IMF adjustment programme, and with a view to the building of a modern and prosperous country with a strong public-service ethos.

The event focused on an exchange of experiences between the two countries relating to the different aspects of the topic, such as ethics and deontology as preconditions for successful reforms of public administration, the role and significance of values in public governance, the problems and difficulties faced in the two public administration systems in this matter, as well as the mechanisms of control and sanctions, or the means to promote and develop an administrative culture based on ethics and deontology.

The speakers were either professionals in charge of ethical and deontological questions in the Greek and French administrations (such as members of the State Council, members of the Court of Auditors, judges, members of control bodies and the Ombudsman). The audience comprised high-ranking Greek civil servants, all concerned with the issues raised during the discussions.

Mr. Boucault and Mr. Larat concluded that such exchanges of views between national schools and institutes in charge of educating and training civil servants are truly helpful. Comparisons based on concrete examples can contribute to the development of consciousness among participants about the gains and advantages of good practices, how to deal with difficult situations and how to change and to face challenges public administration is posed with.

Mr. Nikolaos Georganakis added that the crisis that Greece is facing is a multi-faceted and unprecedented one that undermines the country's social, political and administrative structures. It was initially manifested in Southern Europe, and then spread to the rest of Europe. Although this crisis has common characteristics such as a lack of competitiveness and the rise of public deficit and debt, it also presented different causes in each country, like the real-estate bubble or the overgrowth of the financial sector in some countries. In the case of Greece, the core problem lies in the very functioning of the administrative and political system.

Greece has now entered a phase of radical restructuring of its administrative model. New policies are about to be implemented that will drastically change the political and administrative map of the country. This is the largest and most important institutional reform effort of the last decades, aiming to reverse chronic structural problems and misconducts.

Mr. Georganakis stressed that his organization (EKDDA), within this new environment, is committed to making a significant contribution to the administrative reform, and to assuming responsibility for the development and adaptation of its human resources to these changes. The EKDDA-ENA Conference was organized as part of the efforts being made towards this administrative reform.

The Secretary General of EKDDA indicated that the debate about ethics and deontology is closely related to the serious reform effort concerning the structures and human resources in the Hellenic public administration. This is why issues relating to ethics in public administration should be seen as probably the most important parameter for an administrative system to be judged. Issues related to ethics are not considered a luxury or a mere expression of the financial crisis, rather being within the core of the current problems, and indeed capable of being perceived as among the main causes of the crisis itself, globally.

Mr. Georganakis concluded that the restructuring and decentralization of the state's administrative system, as well as the initiatives being pursued to achieve transparency and a successful fight against corruption are the basic pillars the reforming strategy is based on. The French and Greek institutions share a common expectation that they can benefit from a positive result, enrich their cooperation with that end in view.

Conclusion and Announcements of Future Conferences, Workshops and Projects of DISPA Members

The Copenhagen DISPA Meeting has provided an effective platform for the exchange of ideas useful to the participating Heads of Schools of Public Administration.

During his closing address, Dr. Lubanski mentioned that Poland's National School of Public Administration (KSAP) was going to contribute to the DISPA Network by preparing the official Copenhagen DISPA Report.

Following the two-day exchange of views and opinions on innovation in public administration and training, some participants announced future conferences, workshops and projects of their organizations, which could be of interest to DISPA members, and may lead to joint actions like common research projects and training programs. Ms. Ásta Möller, Director of the Institute of Public Management and Politics, University of Iceland, invited DISPA members to join her organization in applying for the EU FP7 Work Programme 2013 Cooperation in Socio-economic Sciences and Humanities, which is a large scale collaborative integrated project. The minimum conditions request at least 5 partners from a minimum of 5 countries, and at least 5 independent legal entities. She expressed her

particular interest in SSH.201.3.2-1. Social Innovation - empowering people, changing societies? The call for applications will be sent out in July 2012.

Ms. Mafalda Lopes dos Santos, Director General of INA Portugal, announced the organization of a workshop on effective training and learning practices soon to be hosted by her Institute. Ms. Joanna Genovese, Director, Centre for Development, Research and Training, Office of the Prime Minister of Malta, informed the participants of the Annual Conference of SCEPSTA (the Standing Conference of European Public Service Training Agencies) entitled “Clear the Hurdles and Lift the Weight - How Training Organizations Can Come Up with a Fresh Approach to Facing Global Challenges” taking place in June 2012 in Malta.



ANNEXES

ANNEX 1. PROGRAMME

DAY 1, Thursday, 10 May 2012		
Time	Programme	Speakers
8.00-8:30	Pick-up from Hotel Kong Arthur	
8.30-9:00	Registration	
9.00-9:45	Welcome Opening speech: Innovation in the Danish public sector	Dr. Nikolaj Lubanski, Prorector, Metropol Tue Sanderhage, Head of Department, Department of Management and Administration, Metropol Niels Gotfredsen, Director, The Agency for the Modernisation of Public Administration, Ministry of Finance
9:45-10:00	Future needs - a student perspective on innovation	Short speech by the talent group of students
10.00-11.00	Parallel open sessions What are the main challenges?	Three cases from the Danish public sector
11:00-11:30	Coffee Break	
11.30-12.45	Key-note speaker Innovation Models Debate	Christian Bason, Head of Innovation MindLab - a cross-ministerial innovation unit with three parent ministries: the Ministry of Business and Growth, the Ministry of Taxation and the Ministry of Employment
12.45-13.00	Family photo	
13.00-14.00	Lunch	
14.00-15.00	Innovation - what needs to be changed in public organizations? Debate	Dr. Jacob Torfing, Professor Department of Social Science, Roskilde University and Co-director of CLIPS (Collaborative innovation in the Public Sector)
15:00-16:00	Workshops Case presentation and debate Trans-European Case: A European view on innovation initiatives based on the EPSA studies Dutch Case: Reduction of administrative burdens and simplifying procedures for citizens Portuguese Case: Innovation from within	Dr. Marga Pröhl, Director General, EIPA Saskia Groenewegen, Director of the Dutch Institute for Public Administration of ROI (Netherlands) Mafalda Lopes dos Santos, General Director of INA (Portugal)

16:00	Pick-up at Metropol and return to hotel	
17:00	Pick-up at Hotel Kong Arthur	
17:30	Social event starts	
19.00	Dinner, Restaurant Ofelia, The Royal Danish Playhouse	
22.00	Return to hotel by bus	
DAY 2, Friday, 11 May 2012		
Time	Programme	Speakers
8.30	Pick-up from hotel	
9.00-10.30	Case and debate The background to innovation - competence needs and consequences for training	Ole Kjær, Director, The Danish Tax and Customs Administration
10.00-11:00	Plenary discussion and conclusion An European perspective on the road from challenge to innovation via training - what does it take?	Tue Sanderhage, Head of Department, Metropol
11:00-11:15	Coffee Break	
11.15-11:45	10 statements on Innovation - Wrap-up	Tue Sanderhage, Head of Department, Metropol
11:45-12.00	Cyprus, next Presidency	Dr. Sotos Shiakides, Head of the Cyprus Academy of Public Administration
12.00-13:00	DISPA matters On the survival of the institutes of public administration - the Danish case Budapest-Warsaw resolution, DISPA wiki Introducing the IASIA annual conference 2012 in Bangkok Report on the joint conference on Ethics and Deontology in Public Administration, Athens, December 2011	Dr. Nikolaj Lubanski, Prorector, Metropol David Walker, Director, European School of Administration (EUSA) Bernard Boucault, Director ENA Bernard Boucault, Director ENA and Nicolas Georgarakis, Secretary General, EKDDA
13.00-14.00	Lunch and farewell	

ANNEX 2. LIST OF PARTICIPANTS AT THE COPENHAGEN DISPA MEETING

The participants at the meeting included representatives of the institutions that are members of the DISPA Network (in alphabetical order of the EU countries):

- Academy of Public Administration, Federal Chancellery, Austria: Klaus Hartmann, Deputy Director General;
- Training Institute of the Federal Administration, Belgium: Sandra Schillemans, Director General;
- Academy of Public Administration, Cyprus: Dr. Sotos Shiakides, Director General, Marios Michaelides, Senior Training Officer;
- Metropolitan University College, Denmark: Dr. Nikolaj G. Lubanski, Prorector; Tue Sanderhage, Director, Institute of Management and Public Administration; the Agency for Modernisation of Public Administration, Denmark: Ida Krarup, Head Coordinator;
- Haus Finnish Institute of Public Management, Finland: Anneli Temmes, Managing Director;
- Ecole Nationale d'Administration, France: Bernard Boucault, Director; Fabrice Larat, Deputy Director of the Department of Education and Training;
- Federal Academy of Public Administration (BAkÖV), Germany: Günther Wurster, President;
- National Centre for Public Administration & Local Government: Nikolaos Belias, Director, Institute of Training (EKDDA); Nikolaos Georgarakis, Secretary General;
- National University of Public Service, Hungary: Dr. Andras Patyi, Rector;
- Institute of Public Administration, Ireland: Brian Cawley, Director General;
- National School of Public Administration, Italy: Giovanni Tria, President; Massimo Gerli, Head of the International Relations Department;
- Centre for Development Research and Training, Office of the Prime Minister, Malta: Joanna Genovese, Director;
- Dutch Institute for Public Administration, The Netherlands: Saskia Groenewegen, Director;
- National School of Public Administration (KSAP), Poland: Dr. hab. Jacek Czaputowicz, Director; Dr. Roxana Zyman, Analyst;
- National Institute for Public Administration (INA), Portugal: Mafalda Lopes dos Santos, Director General;
- Swedish Council for Strategic Human Resources Development (KRUS), Sweden: Lärke Johns, Director; Patrik Åkesson, Senior Strategic Development Officer / Project Manager;
- European Institute of Public Administration (EIPA) Maastricht: Prof. Dr. Marga Pröhl, Director General;
- European School of Administration (EUSA): David Walker, Director; Ewa Wrońska, Training and Development Adviser; Karine Auriol, Training and Development Adviser;

The event also gained from the participation of guests representing neighboring countries:

- State School for Public Administration, Croatia: Veljko Mudrić, Director;
- Institute of Public Management and Politics, University of Iceland, Iceland: Ásta Möller, Director;
- Regional School of Public Administration (ReSPA), Montenegro: Suad Music, Director;
- Difi, Agency for Public Management and eGovernment, Norway: Ingrid Kvåle, Senior Adviser;
- Institut de Hautes Etudes en Administration Publique (IDHEAP), Switzerland: Martial Pasquier, Director; Jacques-Andre Vulliet, General Secretary;



- National Academy of Public Administration, Office of the President of Ukraine, Ukraine: Prof. Dr. Yuriy Kovbasiuk, President;

The Copenhagen DISPA Meeting greatly benefitted from the presentations of:

- Mr. Christian Bason, Head of Innovation, MindLab - a cross-ministerial unit in Denmark;
- Mr. Niels Gotfredsen, Director, The Agency for the Modernisation of Public Administration, Danish Ministry of Finance;
- Mr. Ole Kjær, Director, Tax and Customs Administration, Danish Ministry of Taxation;
- Prof. Dr. Jacob Torfing, Co-director of Collaborative Innovation in the Public Sector (CLIPS), Department of Social Science, Roskilde University;
- Mr. Jacob Vestergaard, Organizational Anthropologist, specialized in innovation and management culture;
- Ms. Annette Wandel, Chief Consultant, Danish Patients - umbrella organization for 16 patient associations in Denmark;
- Mr. Emiel Luck, Ms. Suzan Burcu, Mr. Stephan Thrane - public administration students, Metropolitan University College, Denmark;

The Metropol team also included:

- Ms. Lisa Brønnum, Chief Advisor, Research and Development;
- Ms. Anna Zachariassen, Research and Development Consultant;
- Ms. Pia Freil, management and Administration, Educational Consultant;
- Ms. Sarah Richardt Schoop, Student Assistant.

Other Metropol students also attended the plenary sessions of the DISPA meeting.

ANNEX 3. WARM HANDS IN A COLD ECONOMIC CLIMATE by Prorector Dr. Nikolaj Lubanski and Tue Sanderhage

(Article published in the Danish Newspaper "Politiken", 10 May 2012)

In Europe, public administrations are experiencing a new resurgence linking citizens and politicians in an age of less money for social welfare.

When we look around Europe, we see a number of common challenges when it comes to solving social welfare problems. However, one challenge overshadows them all: there is less money than we have been accustomed to, despite the fact that the demand for welfare services has not diminished. This challenge - to do more with less - gives rise to some interesting trends in innovation projects in Europe that we can learn from in Denmark.

A new European study that identifies the best examples of innovative public welfare solutions in Europe shows that public administration and management isn't just excess fat that needs to be cut off. On the contrary, it can create new and important connections between politicians, professions and citizens in ways that can innovate and streamline public welfare services.

Common challenges

The challenges faced by European countries are in fact fairly similar, even if their welfare systems are very different. There are three common characteristics.

First, all European countries need to scale down their expectations for their future public services and for how many people the services will benefit. Will the services be for everyone or just for the most vulnerable?

This issue points to the second common feature, namely that politicians throughout Europe are caught in a dilemma between on the one hand wanting to achieve stable and consolidated management of the public budget and on the other hand getting re-elected by demonstrating decisiveness and prompt responses, often based on individual cases.

Third, there is a general crisis of confidence among politicians, administrators, professionals and citizens. The welfare system works best if politicians have confidence that people only ask for benefits if they need it, and conversely if the citizens trust that the politicians want the best for the public. At the same time, there must be confidence in the professionals' ability to make an informed judgment. And last but not least, there must be confidence in administrators' ability to create a link between political decisions, professional assessments and the public's expectations for fairness and consideration of the individual.

These three European challenges are a tough combination to manage. How can the European countries make massive savings on public spending and get people to scale down their expectations while still maintaining confidence in the system?

Smart solutions

An analysis of 274 European examples of new ways to deliver public welfare services shows that it is actually possible to find solutions. The first point of the analysis is that solutions have to be 'smart'. It's time for deliberate and prioritised choices that involve people, technology and processes in new and integrated ways. Second, politicians must make clear statements and be part of the process - it should not be left to officials. Third, the processes must be transparent, so that everyone can follow them. Fourth, all stakeholders should be involved in formulating both the challenges and the solutions. The process should neither be top-down nor bottom-up, but rather a collaborative effort. Finally, good management and administration are more necessary than ever. Whereas in the boom of the 00s, management and administration grew quantitatively, in the 10s they have to grow qualitatively.

What, then, is good public management and administration? The European examples show that it is about creating a framework for smart, innovative solutions. For instance, the authorities in Mannheim in Germany have developed an economic model of governance in close collaboration with regional educational institutions and businesses. This has created a sustainable administrative practice that benefits from continuous qualified outside input.

Another example is the Netherlands's Ministry of the Interior, which has sought to minimise bureaucracy by promoting knowledge-sharing between the municipalities based on citizen feedback. Moreover, there are plenty of examples of volunteer involvement, of using technology as a means to create new forms of citizen inclusion (rather than as an end in itself), and of creating access to public authorities for ordinary citizens. The point of these 'smart' solutions is that they are based on viewing the task from multiple perspectives, so that they can accommodate the political, strategic, operational and civic perspectives. For a solution to function it has to work for everyone.

New interactions are key

The 274 examples mark a shift in public administration from new public management's sometimes one-sided focus on measurable factors, to a new public governance that prioritises and measures what we value. New public governance is exercised with an awareness that different stakeholders can value different things, and that this is perfectly legitimate.

Some might ask whether we shouldn't spend the little money we have on the welfare services provided by frontline staff: professionals, kindergarten teachers, nurses, schoolteachers and social workers. True, these functions are the basis of our welfare services. But the European projects clearly show that if we are to innovate and truly bring about change, the interaction between the parties is central. Thus managers and administrators have a special role in reducing the distance between the administration and the people, and creating smart new solutions in a cold economic climate.

Today, the Directors of all the EU countries' public administration institutions are gathering at Metropolitan University College in Copenhagen to find new innovative ways to deliver public welfare services.

ANNEX 4. THE PUBLIC SECTOR IS NOT A BROWN SUIT by Emiel Luck, Suzan Burcu, Stephan Thrane

(Article published in the 'Danish HK/Denmark' (Danish trade union), 11 May 2012)

Three students from the Bachelor of Public Administration at Metropol offer innovative suggestions for what government should do to get rid of its dusty image.

Positive branding is one of the answers. Bureaucratic rules and long paragraphs. How many think like this about the public sector? "The mindset must change. The public sector does also think innovatively, but it must become better at telling the outside world about it." This was the clear message from three of the Metropolitan's students to DISPA members.

The students presented their own visionary ideas for an innovative public sector. "When a municipality must promote itself, it generally just changes the design of its website. But public innovation is more than a new digital design," said Stephan Thrane, who is entering his 4th semester.

Stephan's fellow student, Suzan Balcik, agrees on the need to think afresh about branding. According to her, the public sector must think innovatively. "Many private companies brand themselves today as green and talk about reducing the CO2 emissions. But it should be the public sector, which is known to take the lead in the climate debate", she pointed out.

One of the consequences of the public sector not making its brand visible enough may be that potential employees choose another workplace: "If I say that I work in the municipality, people think that I always wear dull brown suits. It's an image the public sector must get rid of if it wants to attract the best qualified workforce in the future. We should be proud of what we can achieve and not be afraid to talk about it".

ANNEX 5. THE NETWORK OF DIRECTORS OF EU INSTITUTES AND SCHOOLS OF PUBLIC ADMINISTRATION - DISPA

When DISPA was set up

Following the historic events of 1989, public administrations in the reunited Europe decided to establish various networks for mutual cooperation and the exchange of good practice and experience. The most notable of these is the European Public Administration Network (EUPAN) which is composed of the Directors-General for public administration in the member states. In May 1995, at a EUPAN meeting organized under the French Presidency of the Council of the EU, it was decided to ask the Directors of the institutes and schools of public administration to organize a meeting among themselves later that year. This inaugural meeting of the Network of Directors of Institutes and Schools of Public Administration (DISPA) took place on 27 October 1995 on the premises of the European Institute for Public Administration (EIPA) in Maastricht. and was attended by the Directors of the schools in the EU and the so-called central and eastern European countries.

How DISPA is organized

From the outset, the Network has been organized on a purely informal basis whereby Directors are in fact under no obligation to take part, although the vast majority do so. Mutual exchanges of ideas flourished and meetings of the Network became more regular as time passed, as did the variety of themes that were discussed. Since 1997, the member state holding the rotating Presidency of the EU has usually organized a DISPA meeting. Since the German Presidency of 2007, the meetings have generally been prepared by a "troika" composed of the schools in the countries of the past, present and two subsequent Presidencies. The European School of Administration is also associated, notably to contribute to coordinating the Network's activities and ensuring a degree of continuity. DISPA has informal links with EUPAN without being part of this Network's formal structures.

Who takes part in DISPA

The size of the Network has obviously expanded in line with the successive enlargements of the EU. In addition to the Directors of the schools in the Union, those from neighbouring countries are invited on an ad hoc basis. Also participating are EIPA, the European Commission and, since its creation in 2005, the European School of Administration. The institutes and schools are varied in terms of their role, status, mission and financing. They range from commercial or semi-commercial organizations through to schools that are an integral part of the government structure. However, the existence of this variety does not as such diminish the usefulness of cooperation (which in many cases is considerable), or affect the dynamics of the Network.

What DISPA does

As a result of the exchanges of experience and best practice that form the basis of DISPA meetings, members have among other things been able to set up various joint activities on an ad hoc or even more permanent basis, have commissioned studies, developed common training programmes, offered traineeships and so on. Some of the principal themes to have been addressed during DISPA meetings are: public service reform, learning and development for senior management and leaders, new training methods, public service ethos, and the evaluation of the impact of training and development programmes.

The Strasbourg Manifesto

In 2008 under the French Presidency, the Network adopted this “manifesto” in an effort to provide a common thread to its future activities. Its members committed themselves to adopt a more systematic approach to their work, particularly against the backdrop of the rapidly changing landscape of public administration, the blurring of barriers between the public and private sector, the increasing turnover of public servants on account of demographic and employment trends, the increasingly high expectations of the public vis-à-vis their governments and administrations, and the changing role of senior leaders in a rapidly evolving economic and social climate.

The Lisbon Treaty and DISPA

The Lisbon Treaty makes the work of DISPA more relevant than ever, introducing as it does a new competence called “administrative cooperation” which encourages the EU institutions and member states to further develop their collaboration, and making specific mention of common training actions as an effective means of achieving this.

ANNEX 6. THE BUDAPEST-WARSAW RESOLUTION OF THE DISPA MEMBERS

Having reviewed the progress made since the adoption of the Strasbourg Manifesto, we believe it is important to reaffirm a number of fundamental principles that should guide our work and set out further concrete courses of action to ensure that we achieve our objectives.

These objectives are:

- To contribute to efficient and effective public administration that is responsive to the needs and expectations of citizens and whose creation is one of the essential tasks of all governments
- To promote through our activities the common values of the European Union and further develop our links with the European institutions
- Bearing in mind the areas of activity specifically identified in the Strasbourg Manifesto, we believe that the following steps should be taken:
- Coordinate on an informal basis our participation in major events in the field of public administration and the training and development of public officials, both within the Union and outside, and report as appropriate to the Network as a whole on the outcomes.

- Examine how to develop stronger links with Institutes and Schools in other European countries.
- Stress in our respective training and development programmes for public officials the vital importance of strategic and professional human resource management.
- Reinforce our links with all the European institutions and invite the European School of Administration to make proposals about how this might be achieved in practice.
- Reinforce our channels of communication, especially by an attempt to relaunch the DISPA wiki, within the Network in order to achieve more effective exchange of good practice in fields such as the evaluation of the impact of our activities, performance indicators, leadership development, public ethos etc.
- Ensure greater visibility with the public at large and examine what use might be made of tools such as Wikipedia, Facebook and Google as well as encouraging each member of the Network to provide information about DISPA on their own websites.

Where further steps are needed to ensure the practical implementation of these measures, we invite the “DISPA Trio” meeting to examine these and to report back to the next DISPA meeting with concrete proposals.

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