

CONCEPT PAPER

**FOR IMPROVING ADMINISTRATIVE SERVICES THROUGH
ONE STOP SHOPS**

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? INTRODUCTION

The proposed One Stop Shop concept is in agreement with the Bulgarian government's programme "People are the Wealth of Bulgaria" and its underlying priorities in the field of public administration:

- the creation of an effective administration capable of implementing consistently Bulgarian and EU legislation;
- the implementation of the principle that "A citizen is allowed everything which is not forbidden by law, while a public administrator is only allowed what is specifically outlined by law";
- the development of a system of measures and procedures for avoiding corruption in the administration;
- openness and wide access to the work of public administration;

The OSS concept also implements the *Strategy for Modernisation of Public Administration – from Accession to Integration*.

? THE NEED FOR THE OSS CONCEPT

The improvement of public services is driven by the following factors:

1. The **political will** which is clearly expressed in the government programme "People Are the Wealth of Bulgaria" through the measures taken by the Bulgarian government for the programme's implementation. These measures include the work and decisions with regard to the Interagency Group aiming at further improvement of the business environment through relaxation of the licenses, permits and registrations required by economic activities; the practical anti-corruption measures and those taken for the development of e-government. This political will is to be transformed into explicit decisions by the management of administrative structures about the measures necessary for the improvement of administrative service delivery.

2. **Public attitudes and expectations:** customer and business dissatisfaction with service delivery as well as the need to improve the business environment have provoked a re-assessment of the policy of administrative services which is to become the guiding principle of public administration. Administration does not work for itself – it should work for the citizens in a way that eliminates corruption.

3. Past administrative experience and the need to develop the measures and actions for the organisation of administrative services constitute another reason for the development of the One Stop Shop (OSS) Concept Paper. The present Concept Paper has been adopted at a time of existing administrative service practices based on regulatory requirements.

It has been established that the initial measures for improving administrative services have been taken and the main idea for opening up public administration to the citizens and business has been understood.

The analysis of the Administrative Service Units has shown a misdirection of organisational actions and various levels of maturity. The necessity to develop uniform standards and the provision of lasting legislative decisions for their implementation across the administrative structures has become obvious.

Most managers of administrative structures have not expressed definite decisions towards providing more efficient access to services for citizens and companies. Many of the positive achievements have been neglected and often the actions taken in this field are a mere formality and have only a superficial effect. This establishes the need for clear-cut legislative decisions enhancing administrative capacity with respect to administrative service delivery.

The following aspects have caused some difficulties:

- misunderstanding of the objectives of the One Stop Shop;
- the sequence of actions needed for the organisation of a One Stop Shop;
- inadequate IT provision for communications within one administrative structure and between various structures;
- lack of data warehousing;
- differences in the terminology used in the organisation of public administration;
- insufficient administrative working capacity in the area of public administration.

4. Another important factor is the general requirement for modernisation of administration with regard to the approved *Strategy for Modernisation of Administration – from Accession to Integration*. Based on European best practices for the organisation of administration, the *Strategy* places users in the centre of public administration. Bulgaria's future integration into EU and NATO and the processes of globalization in today's world presuppose the development of communication systems

between national administration structures based on the principles of utmost respect and observance of the rights and legitimate interests of citizens.

5. Economic gain is also a major factor in achieving greater efficiency and effectiveness of services for business, citizens and administration. Another key factor in reaching this objective is the presence of **good public management**.

?? OBJECTIVES

The main objective is the facilitation and improvement of administrative services for citizens and business through the implementation of OSS while keeping in mind other measures for improving administrative services, such as:

- making consistent the terminology and concepts for improving administrative services, as well as updating the current legislation accordingly;
- integration of information, processes and services;
- relaxation of the constraints on business;
- development of e-government.

In this respect the Concept Paper contains the following trends:

- Main terms and distinctions;
- Current situation of the administrative service delivery;
- Vision for achieving good administrative service delivery;
- Strategic principles for improving administrative services;
- Introduction of One Stop Shop as a means of implementation of the strategic principles for improving administrative services;
- Linking of the OSS concept with other government measures aiming at improving administrative service (co-ordination of actions towards deregulation, internal redirection of correspondence, e-government).

IV. MAIN TERMS AND DISTINCTIONS

As stated above, management decisions regarding organisation of administrative services are often hindered by the problem of unclear terminology and varying

understanding of a number of concepts. The current practice, regulatory framework, and different theories vary and the actions aimed at improving organization often work at cross purposes.

Therefore, the Concept Paper lays the foundation of uniform terminology which is to be supported by an adequate regulatory framework.

1. Administrative service. One of the problematic areas in the organisation of administrative work is the scope of the terms “administrative service” and “administrative service delivery”. The main question is whether the term should include the wide definition of administrative service as the opportunity for issuing of all kinds of administrative acts and the taking of all kinds of administrative actions in the interest of citizens or business, or whether the administrative service delivery should limit itself to the hypotheses specified in the *Law on Administrative Services to Physical and Legal Entities*, while excluding the individual administrative acts.

The legal arguments support the latter definition. However, citizens come into contact with administration at all levels. Citizens contact administrative staff mostly regarding the issue of permits, licenses, and legal acts indicating their status. Hence, the principles of the *Law on Administrative Services to Physical and Legal Entities*, and the administrative service delivery generally, should find practical application in the activities of public administration in this direction and should respond to the political and social demands for establishing relations between administration and citizens.

It has to be noted that the bodies of the executive power have adopted the wider meaning of the organisation of administrative service delivery through OSS by using the term “administrative service” in a broader sense.

The present Concept Paper uses the term “**administrative service**” in its wider meaning which covers the following: **the interaction between the administration and third parties where direct requests based on legitimate interests are granted, including information and documents provision, and the issuing of certain acts.**

2. Administrative service delivery: the process of service provision with the respective organisation of the administration.

3. Social service: the services provided by authorised public organisations as well as the services provided to the public by legal entities.

4. Public service: the totality of administrative services (in the wider sense of the term) and the social services.

5. Integrated administrative service delivery: the service provision that uses integrated information either within one administration or between separate administrative structures and/or legal entities that provide public services on the basis of a major information database.

6. E-government: The electronic and IT provision of services to citizens and business on the part of public administration which aims at encouraging participation in the democratic process, facilitating citizens' lives and relaxation of constraints on business. (The implementation of the term used in the Declaration at the Brussels Conference of Ministers Responsible for E-government, November 2001).

V. SCOPE OF THE OSS CONCEPT

On the basis of the terminology and the distinctions that have been established, the government has determined the administration of the executive (power) to be a priority group for the implementation of the OSS concept. The Concept Paper therefore will use the term "administrative service" in its wider sense bearing in mind the applicability of the underlying principles for all public services.

The government has planned to design a mechanism for involving all organisations and legal entities that provide administrative services for citizens and business which are to implement the OSS underlying objectives and principles.

V? THE STATE OF ADMINISTRATIVE SERVICE DELIVERY

The guidelines for policy development with regard to administrative service delivery were formulated in the *Strategy for Developing a Modern Administrative System in the Republic of Bulgaria*.

It should be noted that all laws that aim at the development of a new administrative system provide the framework and the guidelines for the organisation of the administrative service delivery. The *Law on Administration* envisages that the general administration carries out the administrative service delivery for citizens and legal entities. This law regulates the activity of the executive agencies as specialised agencies for handling administrative service delivery and thereby raising their revenue.

The *Law on Civil Servants*, which refers to the employees responsible for administrative service delivery formulate the standards according to which civil servants are expected to carry out their duties. The *Ethical Code for Civil Servants*, issued by the Minister of Public Administration on 29 December 2000, added further details and developed them

further.

The main rules for organising administrative service delivery have been introduced by the *Law on Administrative Services to Physical and Legal Entities*, which has been in effect since 6 November 1999. The demands for administrative services to be carried out in one place in the administration resulting from this law is the reason for the introduction and development of the One Stop Shops. The law specifies the principles of legality, promptness, accessibility and quality in the administrative service delivery. It also covers the organisations that provide social services (such as water, sewage systems, central heating, electricity, natural gas etc.).

As a result of the *Protocol decision of the CoM on item 31 of their meeting of 1 June 2000*, specific measures were taken for improving the administrative service delivery. The decision states that efforts should be focused on the development of the functional basis of the administrative service delivery, i.e. the links between the administrative units, emphasis on personal responsibility and the timescale for completion of each administrative service, introducing the principles of reporting at all levels. Specific requirements were laid out to guarantee transparency in the work of the administration and special tasks were assigned to ensure the IT aspects of the administrative services. It has been planned to introduce a link in this respect between the central¹ and territorial² bodies of the executive on the basis of discussions between the regional governors and the bodies of local government. The responsibility for the actions that need to be taken has been assigned to specific ministers, chairs of agencies, state commissions, regional governors, and managers of structures established by law.

In agreement with the *Law on Administration* and the *Law on Local Government and Local Administration*, the mayors of municipalities in their capacity as territorial bodies of the executive are specially authorised to implement the measures for the improvement of the municipal administration resulting from the *Law on Administrative Services to Legal and Physical Entities*.

A key role is played by the *Law on the Proposals, Alerts, Complaints and Pleas* which is related to the constitutional right of citizens to information. It facilitates the functioning of the administration by eliminating its flaws. Despite the fact that this law needs a major amendment, it contains basic principles which are crucial for citizens' feedback to the administration, for reporting and for the constant need to analyse processes within the

¹ CoM, PM, Heads of Agencies, Directorates and State Commissions that issue state and administrative acts.

² Regional Governor, Mayors of Municipalities

administration.

It has to be pointed out that the OSS principle has been implemented, in one way or another and at varying levels, in a substantial part of the central and regional administrative structures. In many municipal administrations services have been optimised and facilitated through One Stop Shops set up with the assistance of USAID. The Information Kiosks that are being set up by ASME function in a similar way.

The Interagency Group has recognised the importance of the OSS with respect to improving the business environment through relaxation of the licences, permits and registration requirements for economic activities.

In view of establishing best practices and taking steps toward improving public services for citizens and business, it is necessary to achieve the following:

- Definition of a vision, agreed by the government, for improving administrative service;
- Development of strategic principles for the organisation of administrative service delivery;
- Introduction of the OSS concept;
- In-depth work on procedures on the part of the organisations and clarification of the interagency co-ordination with regard to the exchange of information and the internal redirection of correspondence;
- Relaxation of the constraints on business;
- Development of e-government.

This concept includes part of the decisions that are to be taken by the government in the field of administrative service delivery.

V?? VISION

A consistent and common vision is critical to the successful improvement of administrative service delivery in Bulgaria. The vision below has been developed through the involvement and valuable contribution of a wide range of relevant stakeholders. The overall vision is that:

The priority for government or other organizations and legal entities as service providers will be the satisfaction of the public with their work. They will ensure that quality services are delivered in a responsive, transparent and efficient way, as part of a wider reform of the public sector in Bulgaria.

V???. UNDERPINNING THE VISION: STRATEGIC PRINCIPLES FOR PUBLIC SERVICE DELIVERY

A. Introduction

Public services differ widely from each other in the specific characteristics. It cannot therefore be prescribed in detail how services should be provided by individual public sector agencies. Different agencies are at different stages of improving their performance, depending on the specific nature of the service they provide, their leadership, past priorities, financial and technical constraints and other such factors.

The Government can however establish strategic principles, to guide individual agencies towards improving public service delivery, as these can be applied to all public services, whatever their specifics.

B. The 8 strategic principles

The vision for improving public services in Bulgaria is founded upon a number of strategic principles, guiding the activity of all administrative structures at both central and territorial (i.e. regional and local) level. These principles aim at reaching excellence in the delivery of public services by promoting a fundamental change in mentality, whereby public administration will treat service users as clients rather than debtors and will focus on the quality of service delivery.

The Bulgarian government has established the following 8 strategic principles for public service delivery in Bulgaria.

1. Treat all users fairly, honestly and courteously
2. Communicate openly and provide full information
3. Consult widely and promote continuous improvement
4. Incorporate feedback and learn from complaints
5. Encourage access to services, via different channels
6. Work with others to provide an improved, joined-up service

7. Set and publicise service standards and publish results against those standards

8. Measure and publish measurements of customer satisfaction.

These principles are further clarified in the table below:

Principle	Explanation
1. Treat all users fairly, honestly and courteously	
Treat all those who need to use your service equitably and honestly; be polite and helpful to all users, and pay particular attention to potentially excluded groups of society.	Whether a service is provided or not should not depend on the characteristics of the user such as education, ethnicity, age, physical or mental special needs, influence over staff in the organisation or their ability to facilitate the process. Users are entitled to a welcoming and open environment where customers with different needs are recognised and respected.
2. Communicate openly and provide full information	
Provide full information to potential users about public services, using plain language in a variety of media; publicise details of services offered, how much they cost, how they can be accessed; and publish details of service performance.	This goes further than simply the provision of an information board. Attention should be paid to having clear and accessible information available to assist customers, including explanations in simple language of what to do in the most frequently encountered situations.
3. Consult widely and promote continuous improvement	
Consult your users and staff, the NGOs of business and civil society about how services can be improved, and regularly plan and implement service improvements.	It is particularly important not to use legislation as an excuse to hide behind – if your governing legislation (whether primary or secondary) is impeding improvements to your service, then you should show that you are planning to introduce changes to the law. If users or staff feel that the requirements for receipt of the service are unjustifiably cumbersome, you should look to reduce those requirements where possible.
4. Incorporate feedback and learn from complaints	
Solicit feedback from your users	If the provision of the service is to be responsive, customer

<p>and publicise examples of feedback which you have incorporated in your service provision; have a clear, well-publicised and user-friendly complaints system.</p>	<p>views need to be heard and understood. Comments (both positive and negative) should be welcomed, analysed and acted upon. The decision on whether or not to act should be communicated to users so that mutual understanding can be built. On the one hand users need to understand the constraints of providing the service and, on the other, service providers need to understand the user's point of view.</p>
<p>5. Encourage access to services, via different channels</p>	
<p>Make your services available to all who need them, offering a choice of access media where possible.</p>	<p>All users who need the services should be able to get access. It is important to recognise that some citizens and legal entities will prefer services face-to-face, and some through other media such as post, telephone or electronic mail. As part of your consultation with users, you should establish which media your users prefer and tailor your access channels accordingly.</p>
<p>6. Work with others to provide an improved, joined-up service</p>	
<p>Work in partnership with other organisations where possible, in order to ensure that services are joined-up between government organisations and are as efficient as possible.</p>	<p>This may involve simply providing information to users about related services offered by other government departments, or setting up formal partnerships with private sector companies or non-governmental organisations to deliver some aspect of an administrative service.</p>
<p>7. Set and publicise service standards and publish results against those standards</p>	
<p>Set clear, measurable and realistic standards of service; monitor performance against those standards and publish the results; and use independent organisations to validate your performance wherever possible.</p>	<p>Service standards should include waiting and response times to face-to-face callers, telephone calls and written correspondence, timescales for issuance of documents, and commitments related to how staff deal with users. The standards will be national (and reflected in the legislation) and specific for individual agencies. The specific standards can coincide with the national, but also can exceed them with respect to quality.</p>
<p>8. Measure and publish measurements of customer satisfaction</p>	
<p>Show that your users are satisfied with the quality of services you provide, and that</p>	<p>This should be done through surveys and questionnaires, feedback forms, group sessions with users etc. You should allow users to remain anonymous if they wish. Satisfaction</p>

their needs are met through your service.	should not be measured through simple yes/no questions, but across the range of services provided and different profiles of customer (by age, ethnicity etc).
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?? . THE OSS CONCEPT

A. Introduction

In order to put into practice the 8 strategic principles for improving administrative service delivery, the CoM is promoting a single concept for the introduction of OSS services, which is based on the OSS principle.

Achieving the vision, and putting the strategic principles into practice, requires fundamental changes in the procedures and culture of public administrative structures, and also changes in the behaviour of users of public services in Bulgaria.

B. Definition of the OSS concept

The One Stop Shop concept can be defined as one point of contact for receiving service which can be manifested through different channels.

Its implementation requires that a system of actions is carried out. In this respect we will further on refer to the OSS services as a system.

There are two broad forms of embodiment of the OSS concept:

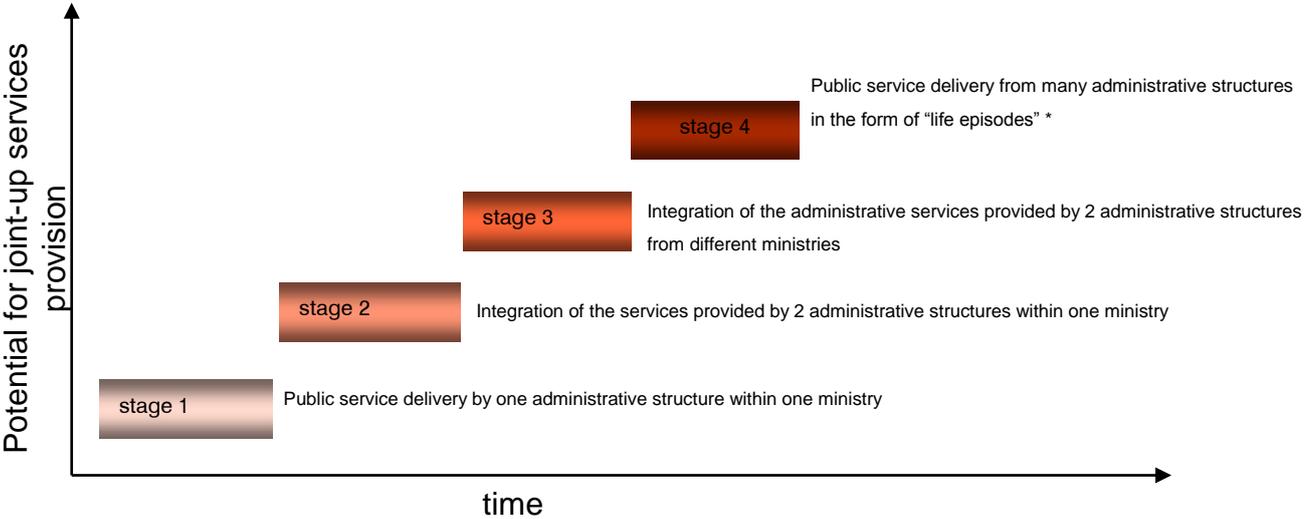
- Unified point of contact within an agency or organisation
- Unified point of contact across different 'horizontal' agencies.

The first form of OSS is what has been mandated by the Law on Administrative Services to Physical and Legal Entities. Administrative Service Units have been set up in many administrative structures; a similar form of OSS across one organisation can be found in the Customer Service Centres (Front Offices) in many municipalities.

The second form of OSS is more often driven by specific policy initiatives such as improving the business climate. Integrating services between agencies offers the chance of increasing customer focus, but depends on the specific nature of each service and is not always necessary or appropriate. An example of this form of OSS in Bulgaria are the Information Kiosks being developed by the Agency for Small and Medium Enterprises in order to simplify the process of registering a new business.

These kiosks can be used in the future to publicise the services provided by the administrative structures.

There are a number of steps in the administrative service provision through OSS (see below). It is important to note that in most cases the OSS system goes through each phase of development in order to reach the final one where several administrations that assist the implementation of different policies offer joint-up services, i.e. they offer services in the form of “life episodes”.



*"life episodes" can cover services provided not only by different ministries but also by different types of administrative structures (central and territorial (regional and local)).

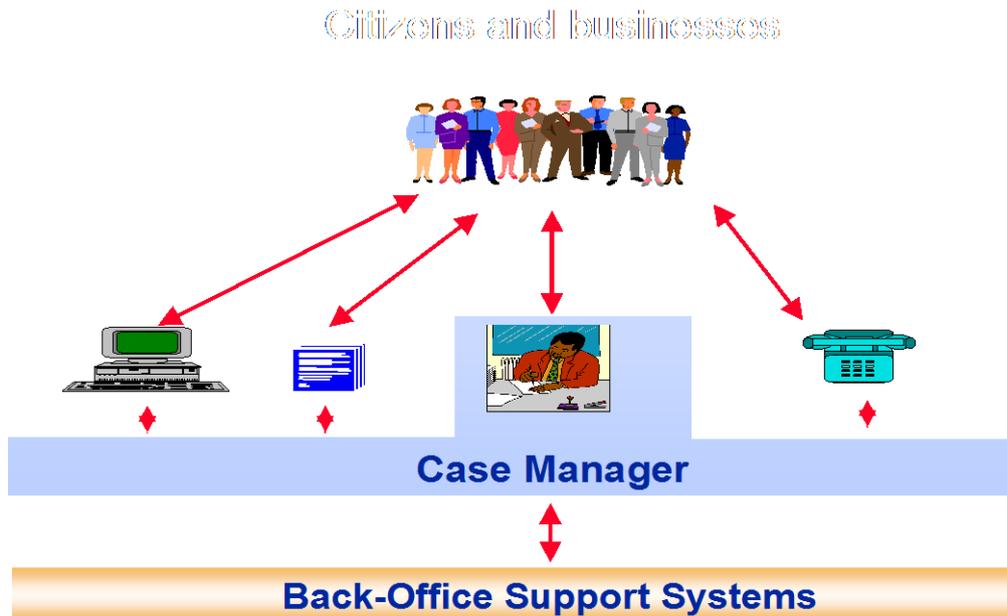
The development of the OSS system depends on the specific features of each administrative structure. It could be most appropriate to integrate only some services, and not all. Or the best solution may be to integrate the information regarding the services and not the services themselves. The underlying principle should be the effort to make this process easier for service users.

C. The OSS concept

The OSS concept illustrated in the figure below shows the distinctions between front and back office. The model shows the way citizens access services through different channels – face-to-face, telephone, mail, e-mail. A Case Manager receives and reviews their enquiries for services and provides a single point of contact to services, i.e. the front office. After all the application forms have been completed, the Case Manager

sends them on to the back office for processing. When the documents are finalised they return to the Case Manager who gives them back to the customer.

Illustration of the OSS concept



D. Benefits of the OSS system

The anticipated benefits can be grouped in three categories:

1. Benefits to customers

Improving public services will lead to priority benefits to customers of OSS:

- Improved accessibility of service - both in terms of improved understanding of rights and entitlements as a customer of government, and by an improved knowledge of where and how to navigate public services.
- High quality of service delivery – in terms of a reduction in the personal cost and time taken to receive services, and the attitude and helpfulness of personnel providing services to customers.
- Transparency and responsiveness - in terms of clear procedures for service delivery that are shared with the customer. It also covers improved

communication throughout the process of service delivery so that customers are clear about the progress of applications, and are met with responsive customer agents.

- Civil society development and building the capacity of customers to provide feedback on the government services received. In particular OSS can provide channels to register dissatisfaction with service delivery, which may exert additional pressure on government to improve service delivery. The public will be given an opportunity to influence decisions which the administration develops and adopts.

2. Benefits to government

There is a clear consensus on the benefits to government of the implementation of One Stop Shop service delivery, which include:

- Creating a more efficient organisation – the reduced administrative burden following the streamlining of activities will reduce the cost of delivery services over the longer term and free up resources for other activities;
- Greater transparency of service delivery – which could lead to an improved public image of government with the public;
- Improved co-ordination across government - both horizontally and vertically, which may facilitate better knowledge sharing of techniques, resources and information;
- Improved customer feedback mechanisms to be established. It will also allow for increased involvement of customers and their representatives (such as NGOs) in the design of service delivery.

3. Anti-corruption effect

Administrative service delivery should work towards developing optimal anti-corruption environment. Cutting out the direct point of contact between customer and the expert providing the service will considerably contribute towards reaching this goal.

? . IMPLEMENTATION OF THE OSS

A. Legislative mechanisms

The main legislative mechanism will be through amendments and additions to the legal framework with direct reference to the administrative service delivery: *The Law on*

Administration, The Law on Civil Servants, the Law on Administrative Services to Legal and Physical Entities, etc.

The main revisions will cover the terminology, and will also contribute to joining –up of services through partnership, as well as to the founding of separate legal entities or structures for the provision of some services.

These might include the obligation for all administrative structures providing services to:

- Draw up and publish a Customer Charter setting out the service standards which apply to their particular organisation;
- Measure the satisfaction of their users;
- Publish annually the details of their organisation’s performance against their service standards and the results of their measurement of user satisfaction (either as part of their overall organisational annual report, or as a separate document.)
- The law will mandate that the reporting on the administrative service delivery becomes on a quarterly basis, while currently it is regulated by the Protocol Decision of the Council of Ministers of 1 June 2000. The CoM will include the results from the reports within the annual report on the state of the administration presented by the Minister of Public Administration. This report will be published in part or in full and will focus mainly on the implementation of the legal framework in each agency.
- The Minister of Public Administration will establish a new procedure for the submission of these reports.
- Changes will be introduced in the secondary acts and the special legislation, regulating the procedures for administrative service delivery.

B. Toolkit for implementation and pilot implementation projects

The Directorate of Public Administration at the CoM is leading a pilot programme for public service improvement through One Stop Shops, which includes involvement in two pilot donor-funded projects.

Under this programme the CoM will use a more detailed generic model of customer service in the form of a “toolkit” which will be made available to administrative structures (see appendix 2). The generic model is the basis for specific management decisions within separate administrative structures and can be further developed and perfected in due course.

C. Advice and guidance on best practice

The Directorate of Public Administration in the Council of Ministers will be available to offer advice on Bulgarian and European Union best practice in aspects of public service delivery such as setting service standards, measuring user satisfaction and publishing annual reports.

The Institute for Public Administration and EU Integration will publish annually collections of best practices in administrative service delivery.

The experience of the municipalities and the NGOs for business and civil society will be used in order to improve the administrative service delivery.

D. Government measures for improving service delivery

The government will be working on the following aspects of improving administrative service delivery:

- Support on overcoming barriers between agencies, including the introduction of obligatory information transfer where appropriate;
- Deregulation (simplification of procedures) and harmonisation of laws with the European Union;
- Motivating and developing public sector staff, in particular in the context of planned reforms in the Government's human resource management policies;
- The appropriate relative proportions of front-line customer staffing and those working in the back office;
- Guidelines on how to consult users effectively;
- Examples of a service-costing methodologies;
- Guidelines on best practice on encouraging the use of the complaints system, including the role of the Ombudsman;
- Optimal use of new technology, given the cost restraints and information security issues in the public sector;
- Knowledge management, including guidance on making more knowledge and information available to front-line OSS staff.

E. Consulting with users nationally

The Directorate of Public Administration at the CoM will survey a number of users of administrative services across Bulgaria and consult them on generic public service issues such as overall satisfaction, access to services, preferred access channels and

ease of use of complaints systems. It will communicate the results of this consultation to public administration Directors so they can take such opinions into account when providing their services.

F. Support for the introduction and development of quality schemes

The CoM will encourage the introduction of more detailed quality schemes in order to promote the improvement of the quality of administrative service delivery. These might include the excellence model of the European Foundation for Quality Management and/or ISO certification. These are likely to be voluntary, and may involve self-assessment by the organisation and/or independent assessment by external stakeholders such as NGOs.

The Council of Ministers will consult with senior public administration staff on how such schemes might be introduced and run in Bulgaria.

The Council of Ministers will also encourage the introduction of staff suggestion schemes designed to reward individual public servants who suggest the best new ideas for administrative service improvements.

The improvement of the administrative services depends on specific management skills. It also depends on the introduction of modern methods of management in the public sector, that have already proved effective in the private sector. Business generally aims at achieving a good reputation for its product. The product of the work of the public sector is the administrative service – hence, the quality of the service determines the reputation of the public sector in society. Public administration today, while carrying out the strategic principles and vision for good administrative service delivery, should increasingly follow business models in its managerial style and its actions, and in order to improve the quality of service delivery it should use technology and innovation.

The funding necessary for the transformation of the administrative structures towards OSS cannot be estimated centrally because of the varying maturity levels of those structures. It is therefore necessary for each agency to plan and set aside a budget for improving administrative service delivery.

Depending on the level of each agency, the generic model will be carried out with available material and human resources and within the budget that has been allocated for the respective administrative structure for the respective fiscal year. After the available resources have been exhausted the budgetary funds will be redirected. Some functions will be supported through donor-funded programmes (PHARE 2001).

For the pilot agencies additional funds will be set aside from the central budget within the funds which have been approved in the annual budgetary laws towards the implementation of the strategic acts of administrative reform after a preliminary agreement with the Minister of Public Administration.

By 30 June 2003, the Directors of administrative structures will report to the Minister of Public Administration regarding the actions undertaken for the implementation of the generic OSS model. They will also be expected to give an overview of the future actions and financial forecasts for up to 2005.

The Minister of Public Administration and the Minister of Finance will summarise and analyse the reports and forecasts. They will use them as a basis for publishing general instructions for the budgetary planning of each administrative structure for each year of the implementation of the generic model up to 2005.

The implementation of OSS will be managed, co-ordinated and monitored by the Minister of Public Administration with the support of the Directorate for Public Administration at the CoM.