Strengthening Institutional Capacity under the Future ESF

Challenges & Needs for Programming and Evaluation in different ESF fields

Institutional Capacity and the Efficiency of Public Administrations

Strengthening Institutional Capacity under the Future ESF

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PRESENTATION OVERVIEW

1. Policy Context General
2. EU Policy Context 2014-2020
3. PAR under ESF 2007-2013
4. Ex-ante Conditionalities TO11 2014-2020
5. Conclusion: Needs & Challenges
Policy Context
General
Pressure on Public Sector

Tight budgets => "Do more with less"
Pressure on Public Sector 2

Citizen Expectations – Facebook Generation
Pressure on Public Sector 3

The Global Competitiveness Report 2012 - 2013

World Economic Forum - Geneva Switzerland 2012

Growth & Competitiveness
First Pillar!

GLOBAL COMPETITIVENESS INDEX

Basic requirements subindex
- Pillar 1. Institutions
- Pillar 2. Infrastructure
- Pillar 3. Macroeconomic environment
- Pillar 4. Health and primary education

Efficiency enhancers subindex
- Pillar 5. Higher education and training
- Pillar 6. Goods market efficiency
- Pillar 7. Labor market efficiency
- Pillar 8. Financial market development
- Pillar 9. Technological readiness
- Pillar 10. Market size

Innovation and sophistication factors subindex
- Pillar 11. Business sophistication
- Pillar 12. Innovation

Key for factor-driven economies
Key for efficiency-driven economies
Key for innovation-driven economies
Policy Context
EU specific 2014-2020
Annual Growth Survey

- Sets out what the Commission believes should be the overall budgetary, economic and social priorities for the coming year
- Provides Member States with policy guidance to boost growth and employment in line with Europe 2020
- Kick-starts the European Semester
- Main messages form the basis for the *Country-Specific Recommendations*

**Key Message –**

"National and EU level growth strategies can only be implemented with the help of effective public administrations"
Country Specific Recommendations

"Building sites" in several EU Member States - further efforts and support is needed with regard to institutional capacity

For example:

9 MS = improve **effectiveness and efficiency of the public administration on a horizontal basis**

8 MS = improve quality and independence of the **judiciary**

7 MS = improve **business environment**

several MS - should focus on:
  * **anti-corruption**,  
  * **public procurement**  
  * **employment services**,  
  * **competition**,  
  * **education**,  
  * **health**,  
  * **water, waste, transport**,  
  * **poverty, and others**
Country Position Papers

For many EU Member States, recommendations for:

"improvement of administrative capacity in order to foster growth and prosperity"

Some Examples:

- Create interoperable digitalisation of public administration
- Employ sound financial management
- Develop e-procurement capacities across the single market
- Simplify regulatory framework for businesses
- Achieve cross-border interoperability of online services and research centres throughout the EU
- Administrative simplification and transparency
- Improve quality, independence and efficiency of judicial systems
- Efficiency of tax collection
- Full and correct transposition of EU law
- Reduce delays in payments
- Promote use of alternative dispute mechanisms
Common Strategic Framework 2014-2020

Thematic Objective 11 in DRAFT CPR:

"Enhancing institutional capacity of public authorities and stakeholders and an efficient public administration"
Administrative capacity Building under ESF 2007-2013
ACB in the MS for the 2007 - 2013

- **Dedicated OP:** Hungary, Greece, Romania and Bulgaria;

- **Priority axis:** Latvia, Lithuania, Malta, Czech Republic, Poland, Estonia, Slovakia, Slovenia, Wales and Italy

- **“Measure” within a priority:** Cyprus

- **Some activities foreseen in:** Portugal, Spain and France
Institutional capacity within the 2007-2013 ESF OPs – activities (1)

**Investment in human capital**
- personnel development policies, training

**Reorganisation of functioning and competencies**
- strengthening administration (local and regional), modernisation of institutions

**Improvement of policy development process**
- strategic planning, design, evaluation; strengthening co-operation with different partners; Legislation and law enforcement

- **Strengthening impact assessment**
  Support to social dialog, social partners and NGOs; Enhancing transparency and anti-corruption; Promotion of e-government; Reduction of administrative burdens for business
Results?
Thematic Objective 11
Ex-Ante Conditionalities
Rationale for ex-ante conditionality

Key to ensure that all conditions for effective investment are in place which requires a combination of:

- Appropriate regulatory framework
- Effective policies with clear policy objectives
- Sufficient administrative/institutional capacity
Some principles

• Applicable ex-ante conditionalities: to be fulfilled before the start of the programming period

• If not fulfilled, to be fulfilled at the latest by 31.12.2016 → Action plan
TO 11 Overall conditionality

“A strategic policy framework for reinforcing a Member State’s administrative efficiency is in place and in the process of being implemented”
Six Criteria TO11

1. Analysis & planning of reform
2. Quality Management Systems
3. Simplification & reduction of burdens
4. Human Resource strategy & policy
5. Skills development
6. Monitoring & evaluation

Strategic PAR approach

+ sub-criteria
Needs:
Clear PAR trends towards….

✓ Performance measurement, management and governance
✓ Citizen involvement / participation
✓ HR & skills development
✓ The leading role for the local level
Strategy Cycle example

1. Political commitment & guidance
   - Political mandate
   - High-level commitment
   - Legal (constitutional basis)

2. Strategy formulation
   a) Long-term focus
   b) Policy integration
   c) Participation
d) Reflexivity
   - Long-term vision and "SMART" objectives
   - Synergies & trade-offs
   - Procedural guidance regarding the 4 principles

3. The implementation process
   - Work/action plans & budgets
   - Assess & consider SD impacts
   - Orchestrate strategy features & policy instruments

4. Reviewing & monitoring
   - Performance monitoring
   - Review and/or evaluation

From learning to strategy renewal
From political will to a common vision
From action to learning
From vision to short- & medium-term action
PRINCIPLES OF EXCELLENCE

- Results orientation
- Citizen/Customer focus
- Leadership and constancy of purpose
- Management of processes and facts
- People development and involvement
- Continuous innovation and improvement
- Partnership development
- Social responsibility
Challenge:
Partnership is not easy...

How to achieve that “Partnership” is not perceived as a threat by politicians (enhanced transparency)?

How to reach “weakest communities”?  

How to build stakeholder capacity?  

How to deal with opposition?
Challenge:
Political Commitment

How to get it?
How to maintain it?
Good Governance = Balance of Interests

"Is responsive to present and future needs of society"

\[ C = M + D - A \]

Corruption (C) equals monopoly power (M) plus discretion by officials (D) minus accountability (A)

Trust  Reliability  Satisfaction
Challenge:

Focus on RESULTS, but...

How to measure good governance?
TIME FOR QUESTIONS