



# Fostering Quality of Public Administration with ESF support 2014-2020

Stefan DE KEERSMAEKER, DG EMPL E.1  
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# PRESENTATION OVERVIEW

1. **Public sector = IMPORTANT!**
2. **Public Administration Reforms in the EU 2020 Strategy**
3. **ESIF funding for Public Administration Reform**
4. **Ex-ante conditionality**
5. **The future...**



# Public sector = IMPORTANT!

In EU -

**public expenditure** accounts for almost 50% of GDP

public sector represents about 17% of **total employment**



# Pressure on Public sector...

- ... consolidated budgets
- ... meet citizens expectations
- ... stimulate growth



**Strive for excellence...**

# **EU 2020: Public Administration Reform in the European Semester**

**Annual Growth Survey 2013**



**Country Specific  
Recommendations**



# 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







# Commission Services' Position Papers

For many EU Member States, recommendations for:

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

Some Examples:

Employ sound financial management

Create interoperable digitalisation of public administration

Develop e-procurement capacities across the single market

Efficiency of tax collection

Simplify regulatory framework for businesses

Achieve cross-border interoperability of online services and research centres throughout the

Full and correct transposition of EU law

EU

Administrative simplification and transparency

Improve quality, independence and efficiency of judicial systems

Reduce delays in payments

Promote use of alternative dispute mechanisms

# The Institutional Capacity Building Toolbox

Three dimensions for interventions:

- (1) Structures and processes
- (2) Human resources
- (3) Service delivery



Funding under T011 is likely to focus around these three broad dimensions



# (1) Structures and processes

## Examples

- ✓ Legal, regulatory, constitutional changes (e.g how citizens can participate in policy making)
- ✓ Reorganisation of tiers of government, de-centralisation or re-structuring of individual institutions
- ✓ Actions to improve the transparency and accountability, of government and public services



## (2) Human Resources

### Examples

- ✓ Better human resource management, e.g. - recruitment, retention, appraisal, career development, motivation, incentives for personal development
- ✓ Review of the current systems and development of proposals for more effective organisation and procedures
- ✓ Capacity building of training institutions and the HRM units
- ✓ Development of "smart" and learning organisations (knowledge management)

## (3) Service Delivery

### Examples

- ✓ diversification of service delivery through e.g. co-operation with non-governmental bodies, inter-municipal cooperation
- ✓ the use of one-stop shops or e-services (*see "demarcation issues"*)
- ✓ development of various systems and tools related to e-government, e-justice, etc. (*if not explicitly covered under thematic objectives other than TO11, see also "demarcation issues"*)
- ✓ quality of service benchmarking and complaints, ombudsman procedures...

## ESF & ERDF funding for Thematic Objective 11

### ESF =

Broad/horizontal  
public administration  
reform and good  
governance initiatives

+ stakeholders



### ERDF = option 1

Support ESF with  
equipment/  
infrastructure  
(if required)

### ERDF = option 2

Capacity building of  
public bodies related to  
the implementation of  
ERDF

## TO 11 Overall ex-ante conditionality

*“The existence of a strategic policy  
framework for reinforcing the  
Member State’s public authorities and  
their skills”*

# 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





# Criteria for Fulfilment

## Strategic Policy Framework

- ✓ is **in place** AND
- ✓ in the process of **being implemented**

*... with the following elements...*

# Six Criteria TO11



# 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**

# This is **not** the idea of Ex-ante Conditionality

*Not just a  
bureaucratic exercise...*



**Ex-Ante  
Conditionality**



**Programming  
EU funds**

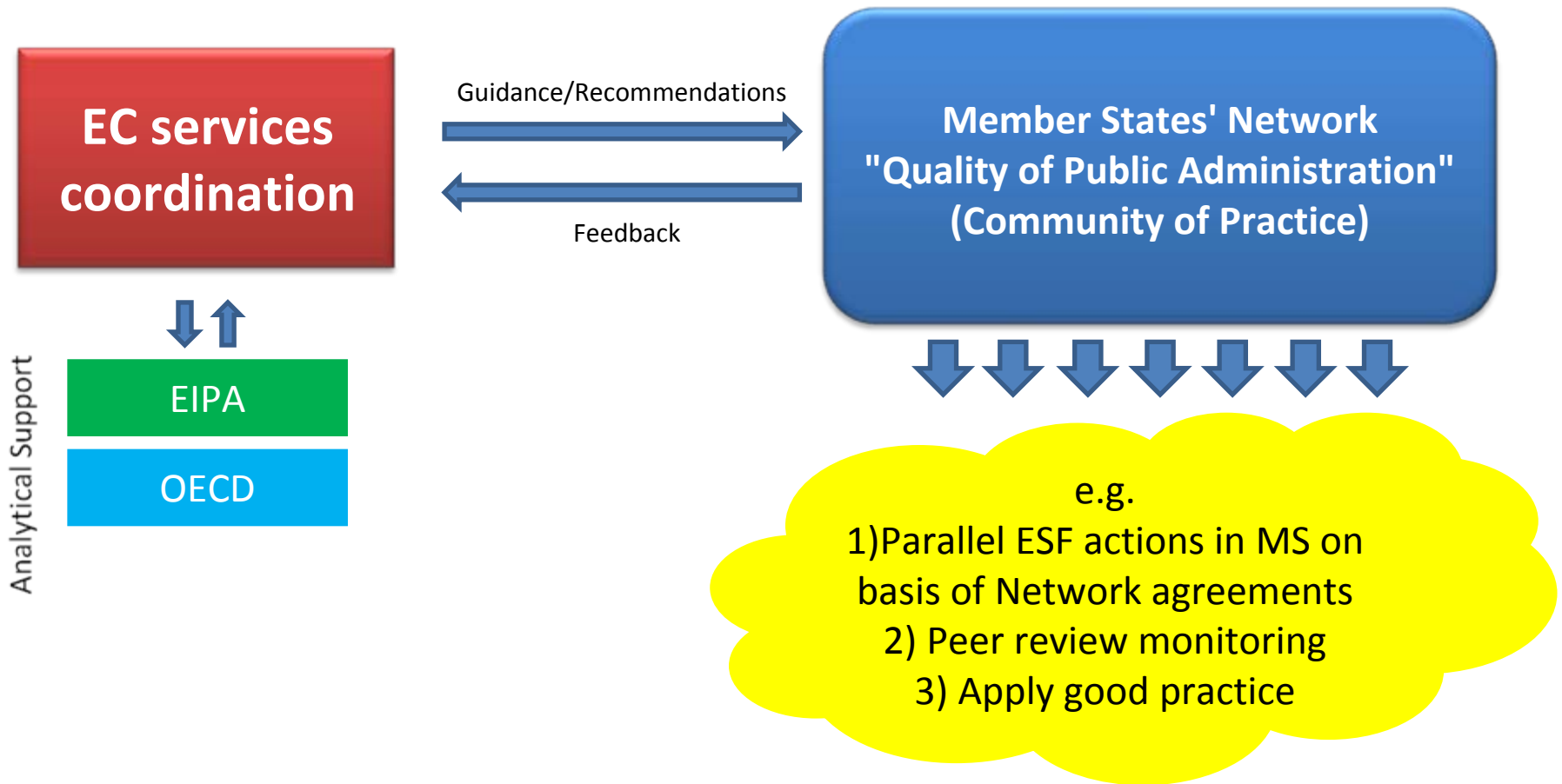
**National Reform  
Agenda as  
FOUNDATION**



**Meaningful  
Investments**



# Spreading Good Practice through networking



**Any  
Questions?**

