

From the Toolkit to your own Roadmaps for Administrative Capacity Building:

Facilitating programme implementation

Training organised by EIPA for DG REGIO

Administrative capacity building roadmaps: the Concept

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Session outline

- Why Build Administrative Capacity
- The OECD Analytical Framework for Administrative Capacity Building
- The Value of Administrative Capacity Building Roadmaps





WHY BUILD ADMINISTRATIVE CAPACITY?

This training has been organised by EIPA under the Framework Contract Nr 2018CE16BAT060. The opinions expressed are those of the contractor only and do not represent the EC's official position



Public investment levels remain lower than in 2009...

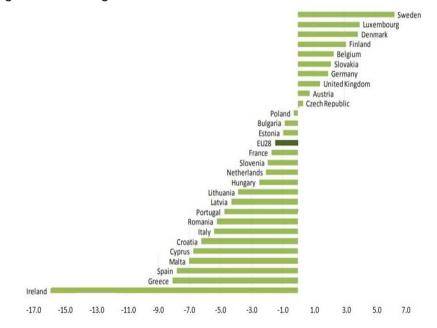
Public investment in the OECD (2009-2018)

by level of government

General Government Central Government and Social Security 125 120 115 110 105 100 95 90 2010 2011 2012 2013 2014 2015 2016 2017

Changes in subnational government direct investment in the EU28 (2007-2017)

% Average annual change in real terms



Sources:

OECD (2020), OECD Regions and Cities at a Glance 2020, OECD Publishing, Paris, https://doi.org/10.1787/959d5ba0-en; OECD (2018), OECD Regions and Cities at a Glance 2018, OECD Publishing, Paris, https://doi.org/10.1787/reg_cit_glance-2018-en.





...yet investment needs are rising...



Today: USD 2.5 trillion per year in global infrastructure spending



Need: USD 95 trillion between 2016-2030 (or USD 6.3 trillion per year) to support sustainable growth and development – particularly in water, connectivity, energy and transport



Plus: USD 300 billion (per year) if consider climate concerns



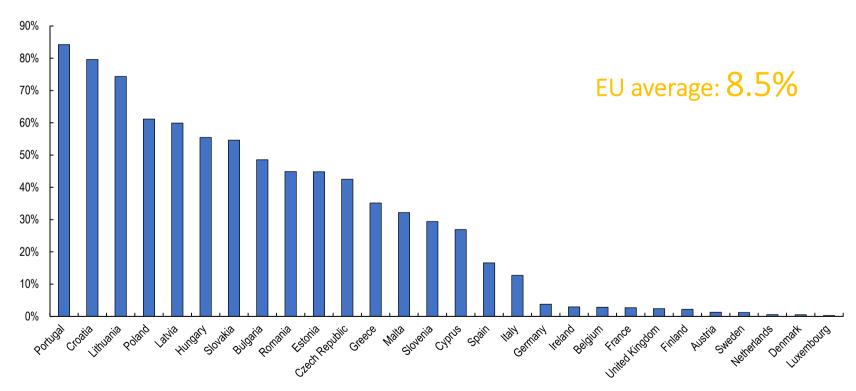
And: EUR 100-150 billion (per year) in social infrastructure to meet the investment gap





... and Cohesion Policy funding is a significant source of investment financing

Cohesion Policy Funding as an estimated share of public investment, 2015-2017



Sources: European Commission, https://cohesiondata.ec.europa.eu/Other/-of-cohesion-policy-funding-in-public-investment-p/7bw6-2dw3





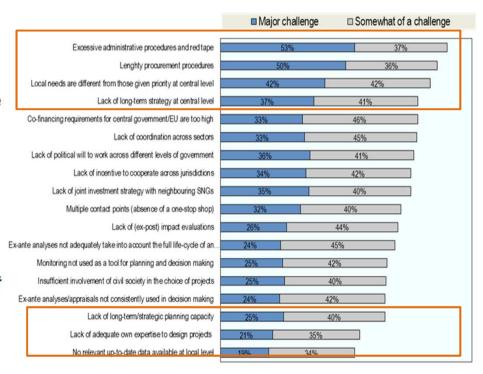
Quality governance matters...

Quality governance can help optimise investment

- Possible to generate savings of about 40% on infrastructure projects when project selection, delivery and management of existing assets are more effective
- Around 30% of potential gains from public investment are lost due to inefficiencies in public investment processes

OECD: Recommendation and Principles for Action for Effective Public Investment across Levels of Government

But some challenges remain







...and so does administrative capacity

For planning and implementing Cohesion Policy funds

 Good coordination, low staff turnover, sufficient of skills, institutional stability can result in more effective planning and implementation

Building administrative and investment capacity means:

- Developing skills, experience, technical, management and strategic capacity
- · Learning by doing
- Ensuring differentiated and targeted capacity building activities and technical assistance
- Engaging senior leadership as "champions of change"

OECD: Recommendation on Public Service Leadership and Capability

Sources: Bachtler and McMaster, 2008; McMaster and Novotny, 2005; OECD, 2002; European Commission, 2018; https://www.oecd.org/gov/pem/recommendation-on-public-service-leadership-and-capability-en.pdf

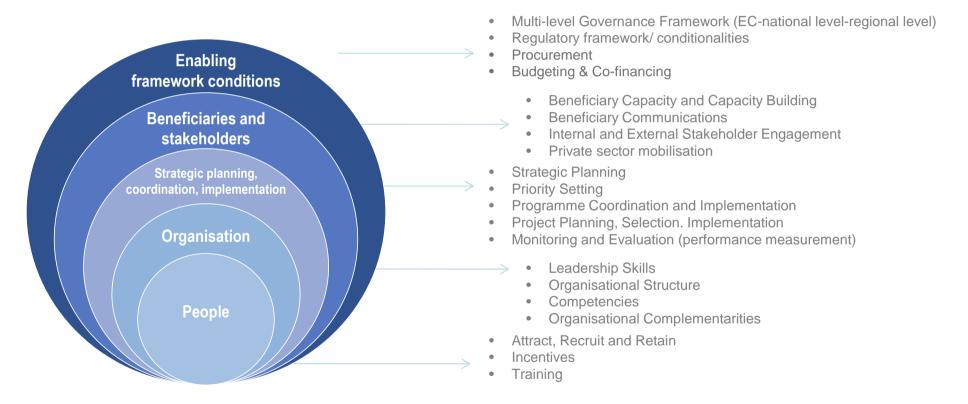




OECD ANALYTICAL FRAMEWORK FOR ADMINISTRATIVE CAPACITY BUILDING



OECD Analytical Framework for Administrative Capacity Building







Dimension 1: People

- Subject matter expertise
- Digital
- Evaluation

- Commissioning and contracting
- Commercial
- Project Management

Policy & Analysis

Operations

Leadership

Management

Stakeholder Mngt Corporate skills

- IT • HR
- Finance
- Control

- Outreach
- Communications
- Networking and Negotiations





Dimension 1: People

Ability/skills

- Appropriate Criteria and Qualifications
- Attraction, recruitment & selection
 - Development

Opportunity

- Organisation and work design
 - Leadership
 - Management

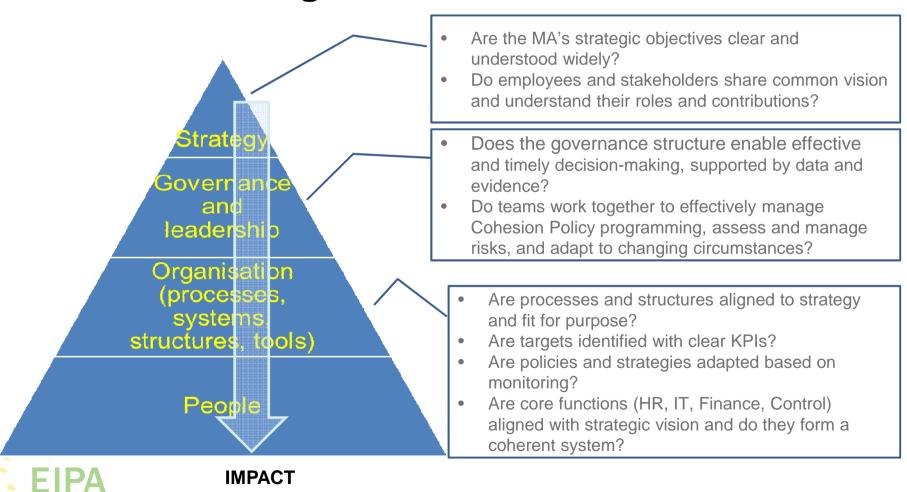
Motivation

- Performance oriented culture
- Performance systems
- Appropriate rewards and compensation





Dimension 2: Organisation





Dimension 3: Strategic planning, coordination and implementation

- Building robust measurement systems for Programme investment performance
- Ensuring effective data collection
- Evidence-based Programme adjustment and implementation
- Optimising the value of the Monitoring Committee for Programme implementation

Expanding performance measurement practices

Taking a strategic approach to planning, programming and priority setting

- Ensuring coherence and links with national/sector frameworks
- Priorities that reflect national/regional development needs
- Capturing complementarities across Priority Axes
- Supporting cross-jurisdiction cooperation
- /other strategic

Optimising coordination and communication for Programme design and implementation

- Aligning project calls and selection with beneficiary capacity
- Designing calls and selection criteria that support innovative projects
- Minimising the need to carry projects forward

Building a more strategic Programme implementation process

- Having a toolkit of "hard" and "soft" coordination mechanisms
- Ensuring effective coordination with authorities at different levels of government (national, regional, local)
- Optimising exchange opportunities with peers, with the European Commission
- Timely sharing of knowledge



Dimension 4: Beneficiaries and Stakeholders

Build beneficiary capacity

Provide tailored and quality support

Communicate

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Promote ongoing information exchange

Partner with beneficiary-support organisations

Engage a broad base of external stakeholders

Understand specific needs

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Build stakeholder capacity

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Incorporate into planning processes

Obtain stakeholder input

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Consider involving private actors

Internal stakeholders:

- the MA
- Certifying Authority/the accounting function
- Audit Authority
- IBs
- National coordinating bodies

External stakeholders:

- national authorities (e.g. line ministries and agencies)
- subnational authorities (e.g. regional and local governments),
- private sector,
- professional organisations
- civil society organisations
- Academia
- Beneficiaries
- Those who support beneficiaries (e.g. consultants, professional or business associations, subnational government associations, etc.





Dimension 5: Systemic Framework Conditions

 Are control, verification and audit interpretations consistent or do they generate uncertainty?

Control,
Verification
and Audit
Systems

Regulatory
and other
Frameworks

Management and Control

System

Is procurement legislation clear?

Procurement Processes

- Is formal guidance regarding procurement procedures provided to staff involved in procurement activities?
- Is there a procurement unit that can assist?

Is the Management and Control System flexible, adaptable, responsive?
Is administrative burden high?

- Are regulations clear, understandable, and unchanging (stable over time)?
- Is there an uneven application of regulatory instruments?
- Are there regulatory barriers that impede easy use of funds?
- Is there regulatory incoherence?
- Are other frameworks (e.g. State Aid, ITI) clear and adapted to the country/MA's context?





THE VALUE OF ADMINISTRATIVE CAPACITY BUILDING ROADMAP

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What is the purpose of the Roadmap?

To prioritise and map out the initiatives for executing an ACB strategy

Building collective confidence by communicating expectations and creating buy-in from implementing stakeholders

To help create sense of accountability for delivering on Roadmap initiatives

To test "what works" for ACB, what doesn't, and adjust as needed.





Common components of Roadmaps

- Be flexible and creative but consider including the following 5 elements:
 - 1. **Preamble**: a text describing the reason for the Roadmap, providing some relevant context including strengths and challenges;
 - Pillars: groupings of concrete projects or initiatives, meant to show the high-level priority areas for ACB; pillars should clearly state the desired outcomes;
 - 3. Projects: the specific initiatives designed to tackle the challenges identified; projects should state the desired outputs.
 Each project should have a "Champion" and/or "Implementing stakeholders"
 - 4. Periodicity: can vary in how specific, but Roadmaps should assign some timeframe for completing the projects; helps ensure logical sequencing of activities and also to balance out resources for implementation.





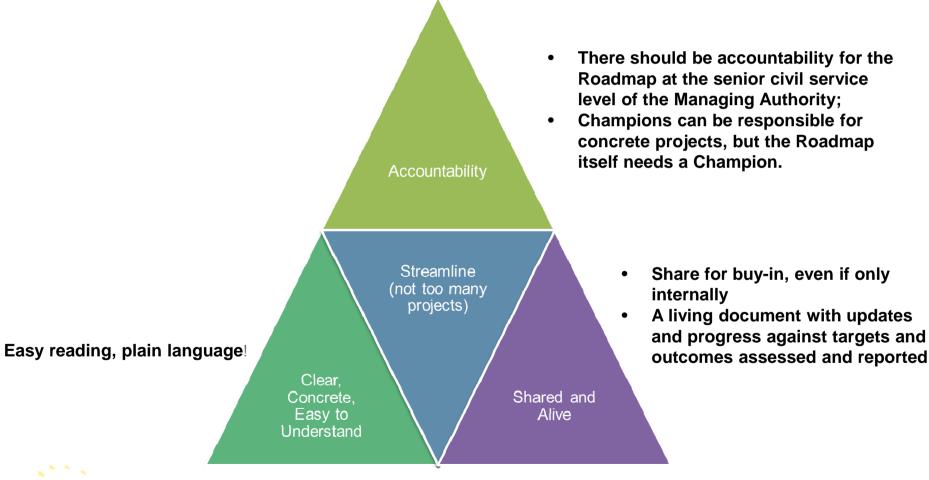
Optional features of Roadmaps

- Assigning estimated resources to projects
 - not just financial, but human and even skills needed, IT tools, infrastructure
- Predefining KPIs and/or targets to achieve
- Making Roadmaps public (online) and/or "living documents" (i.e. updated in real-time as projects progress);
- Time periods: months, quarters, other horizons





Some other guiding principles





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Roadmap for the MA for the OP						
Challenge area 1: People and organisational management						
Goal/Sub-goal	Action	Owner (responsible for action)	Implementing stakeholders	Timing / Date	Deliverable(s) (optional)	Milestones (optional)
Goal (i)	Action (i)	e.g. MA, national authority	e.g. MAs, IBs, national authority	e.g. date by when action complete	e.g. meetings, reports	
Sub-goals (optional)	Action (ii)					
Goal (ii)	Action (i)					
	Action (ii)					
Challenge area 2: Strategic planning, coordination and implementation						
Goal (i) Sub-goals (optional)	Action (i)	e.g. MA, national authority	e.g. MAs, IBs, national authority	e.g. date by when action complete	e.g. meetings, reports	
	Action (ii)					
Goal (ii)	Action (i)					
	Action (ii)					
Challenge area 3: Beneficiaries and Stakeholders						
Goal (i)	Action (i)	e.g. MA, national authority	e.g. MAs, IBs, national authority	e.g. date by when action complete	e.g. meetings, reports	
Sub-goals (optional)	Action (ii)					
Goal (ii)	Action (i)					
	Action (ii)					





THANK YOU

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