



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



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WHY BUILD ADMINISTRATIVE CAPACITY ?

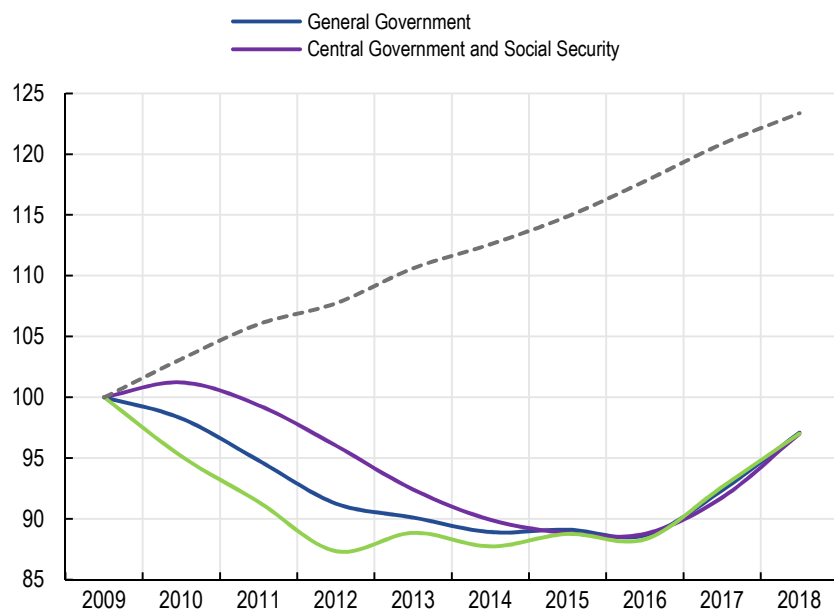
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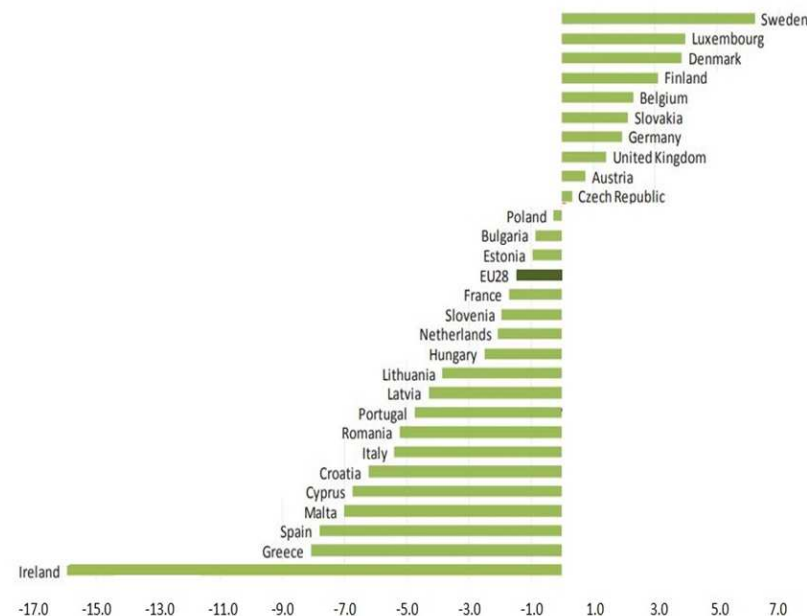
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Public investment levels remain lower than in 2009...

Public investment in the OECD (2009-2018) by level of government



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



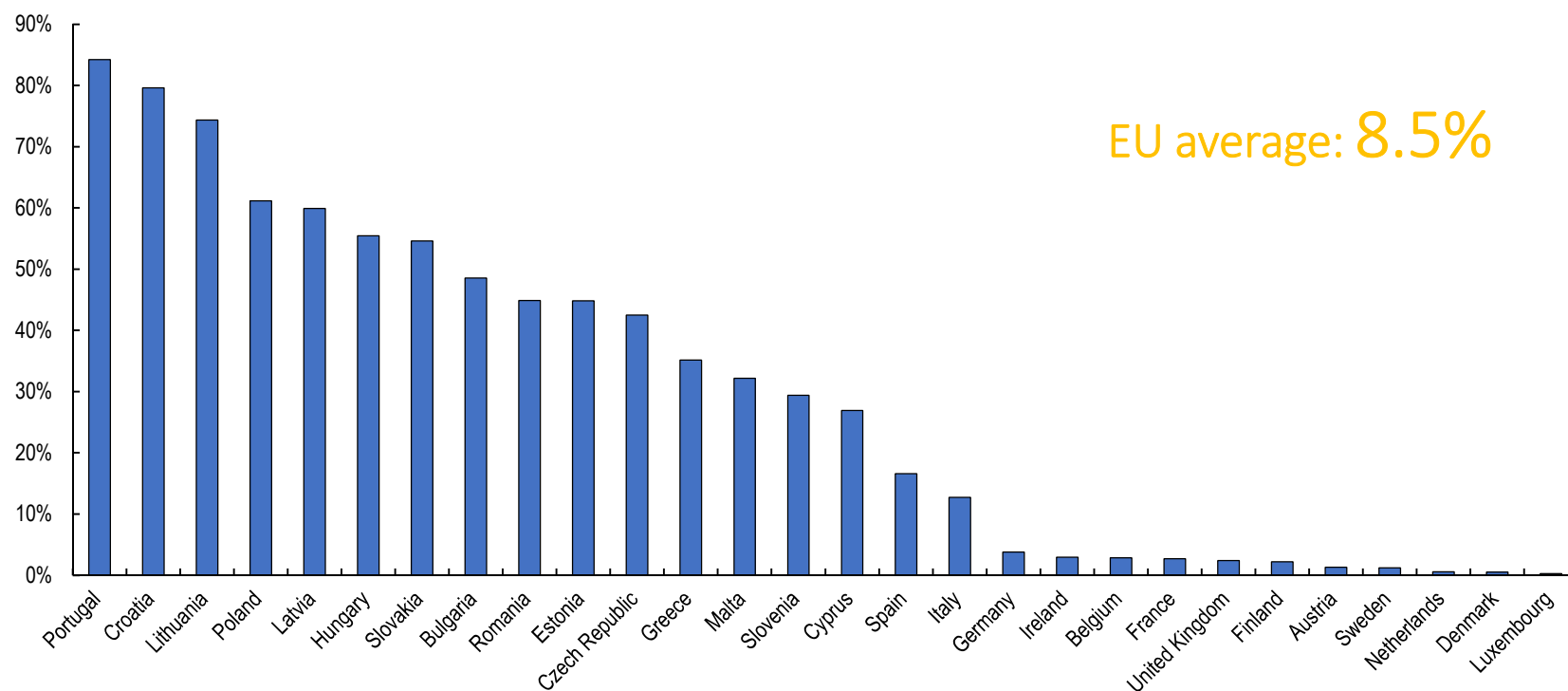
Plus: USD 300 billion (per year) if consider climate concerns



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>

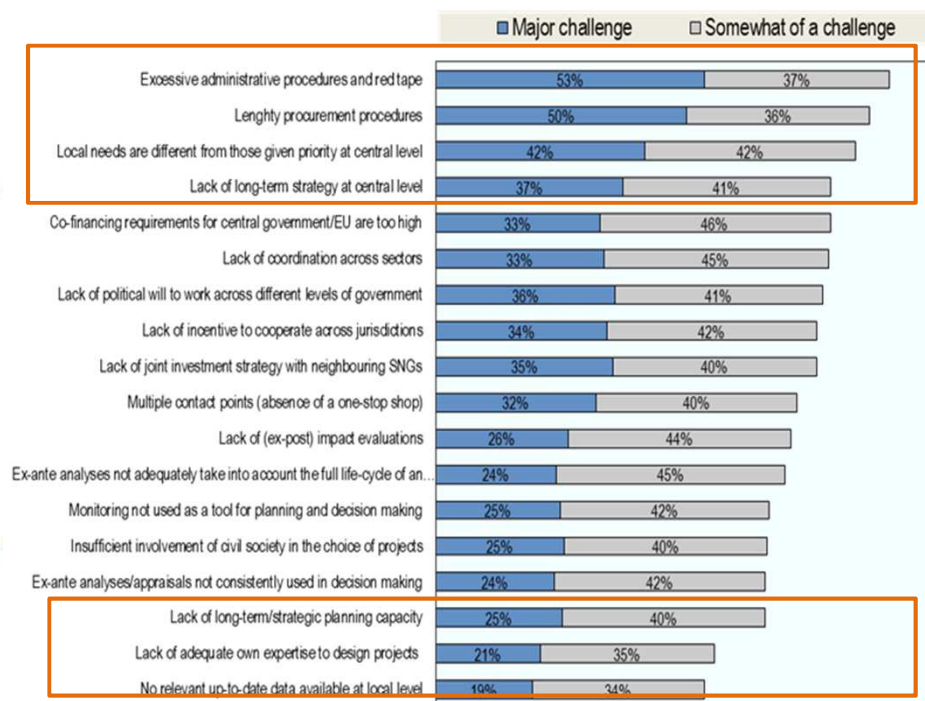
Quality governance matters...

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>

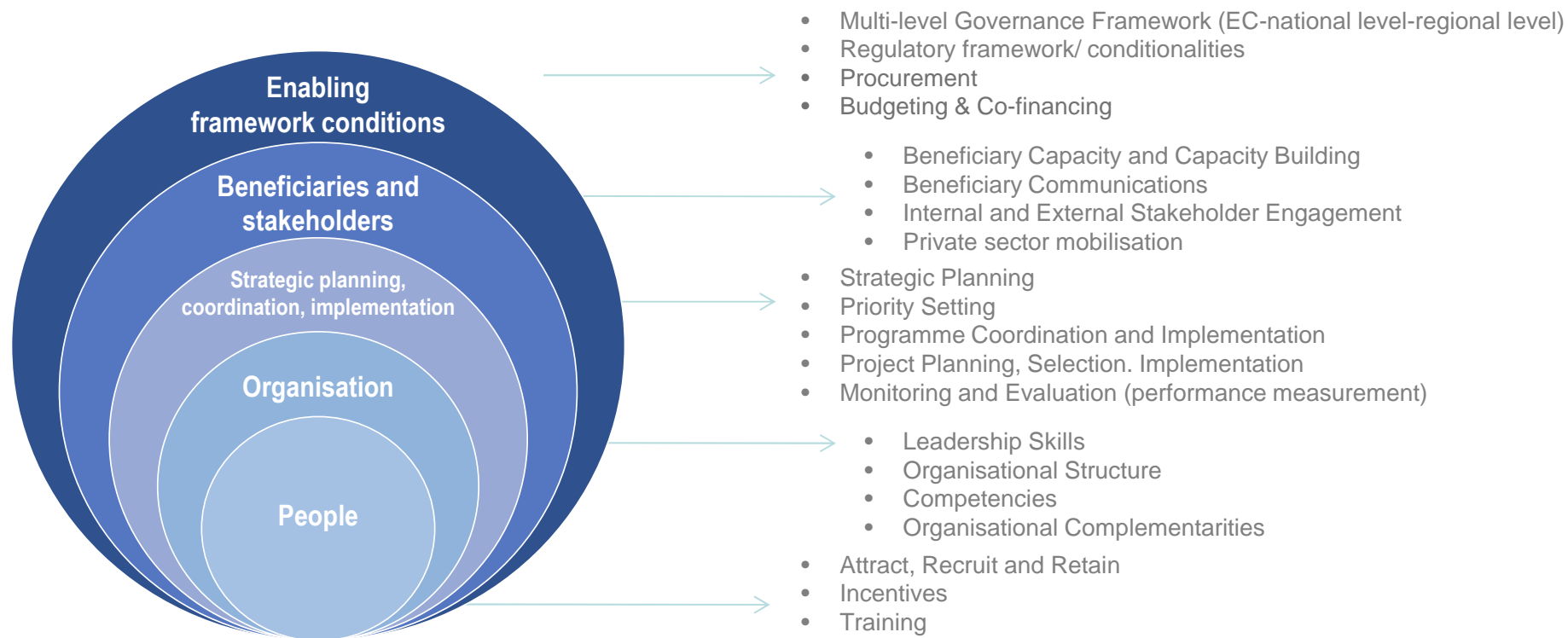


OECD ANALYTICAL FRAMEWORK FOR ADMINISTRATIVE CAPACITY BUILDING

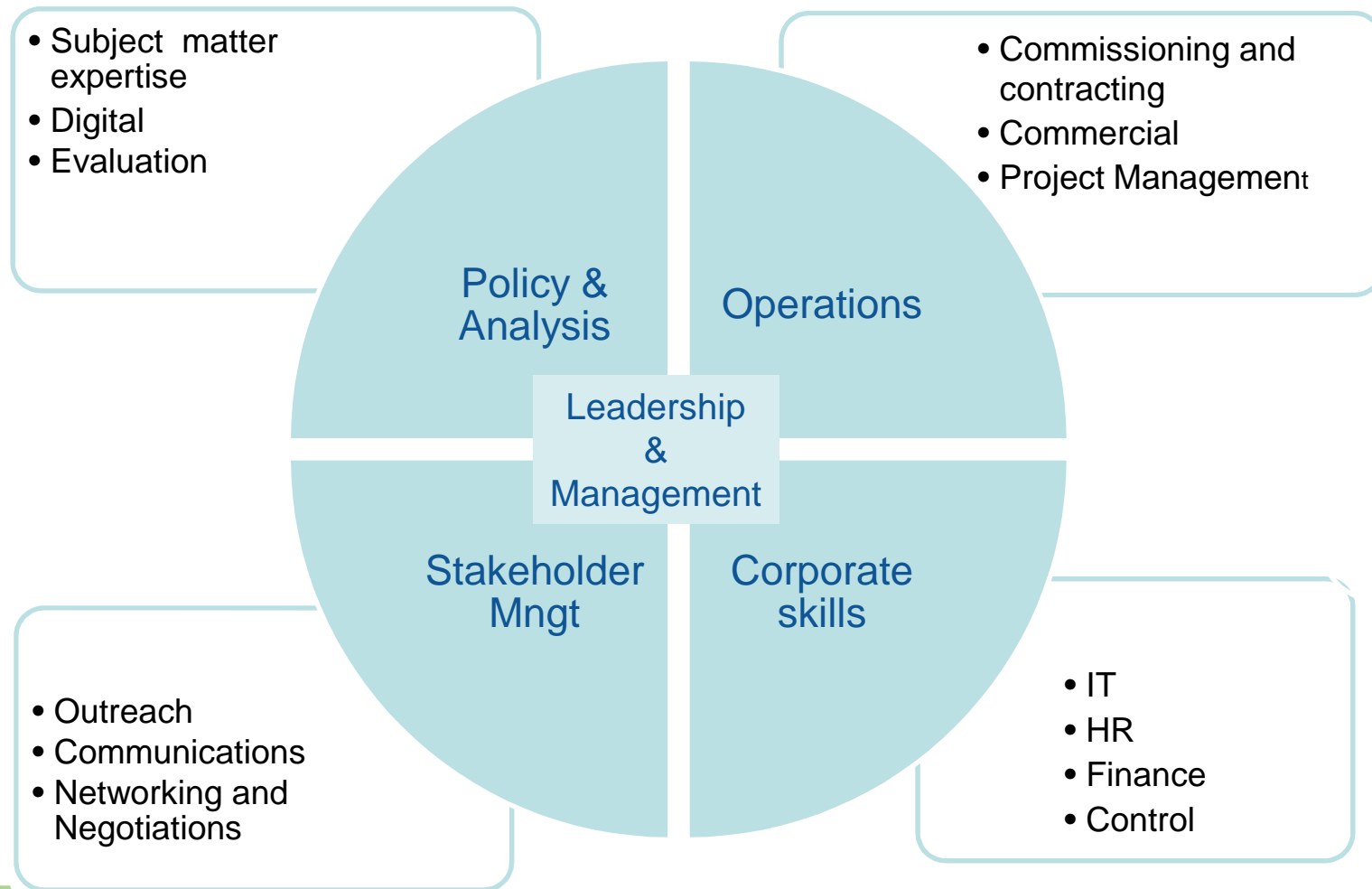


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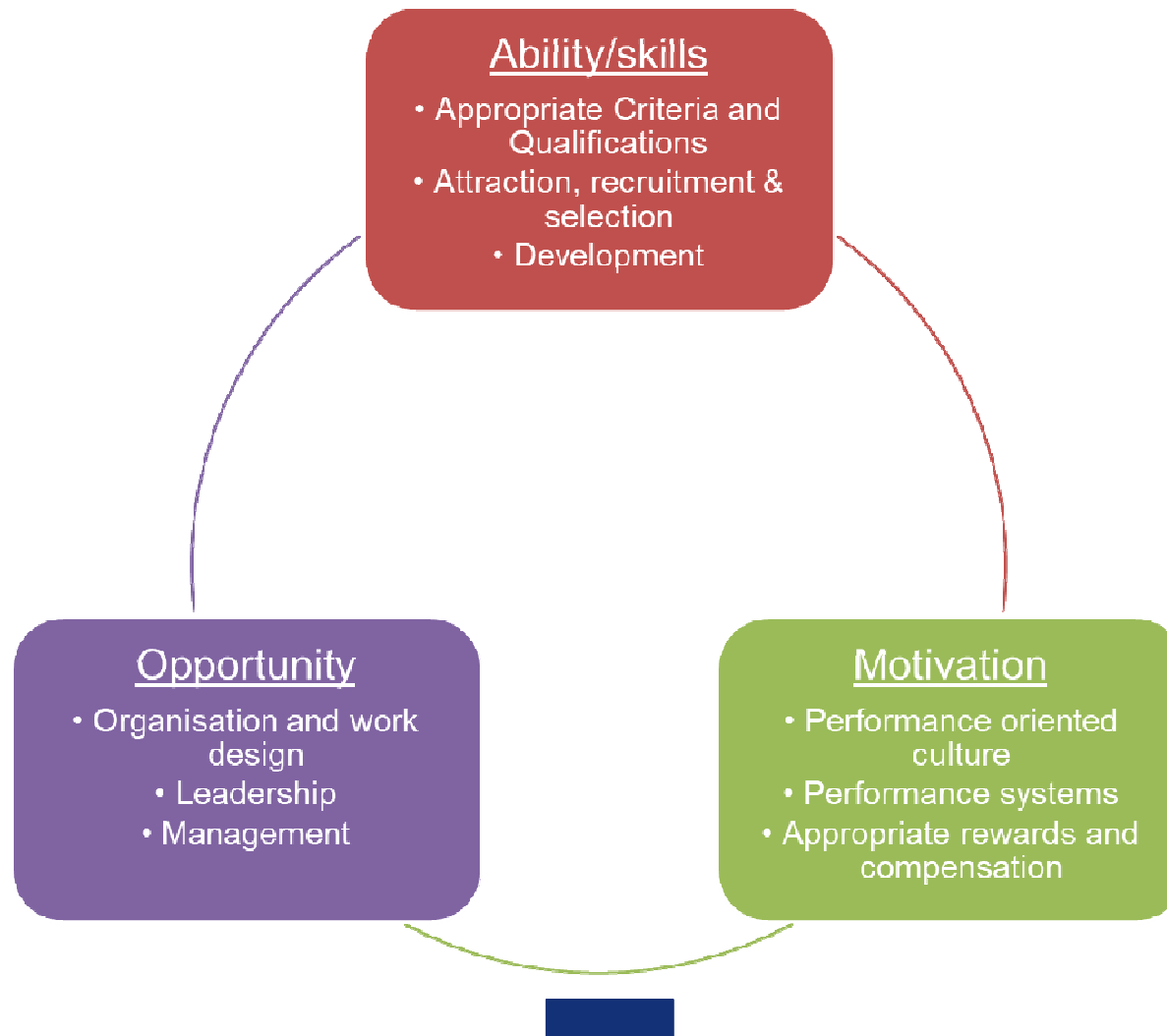
OECD Analytical Framework for Administrative Capacity Building



Dimension 1: People



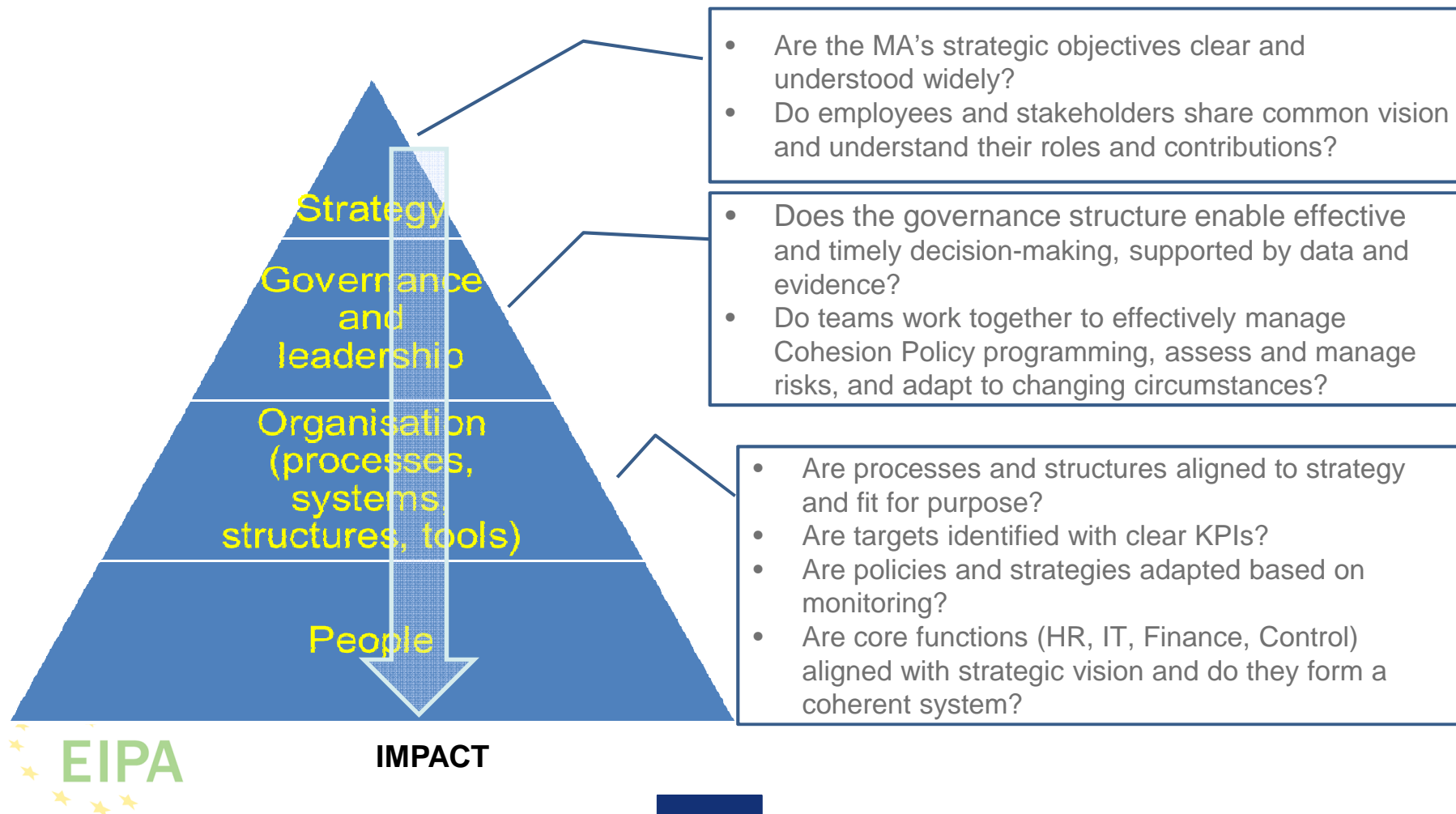
Dimension 1: People



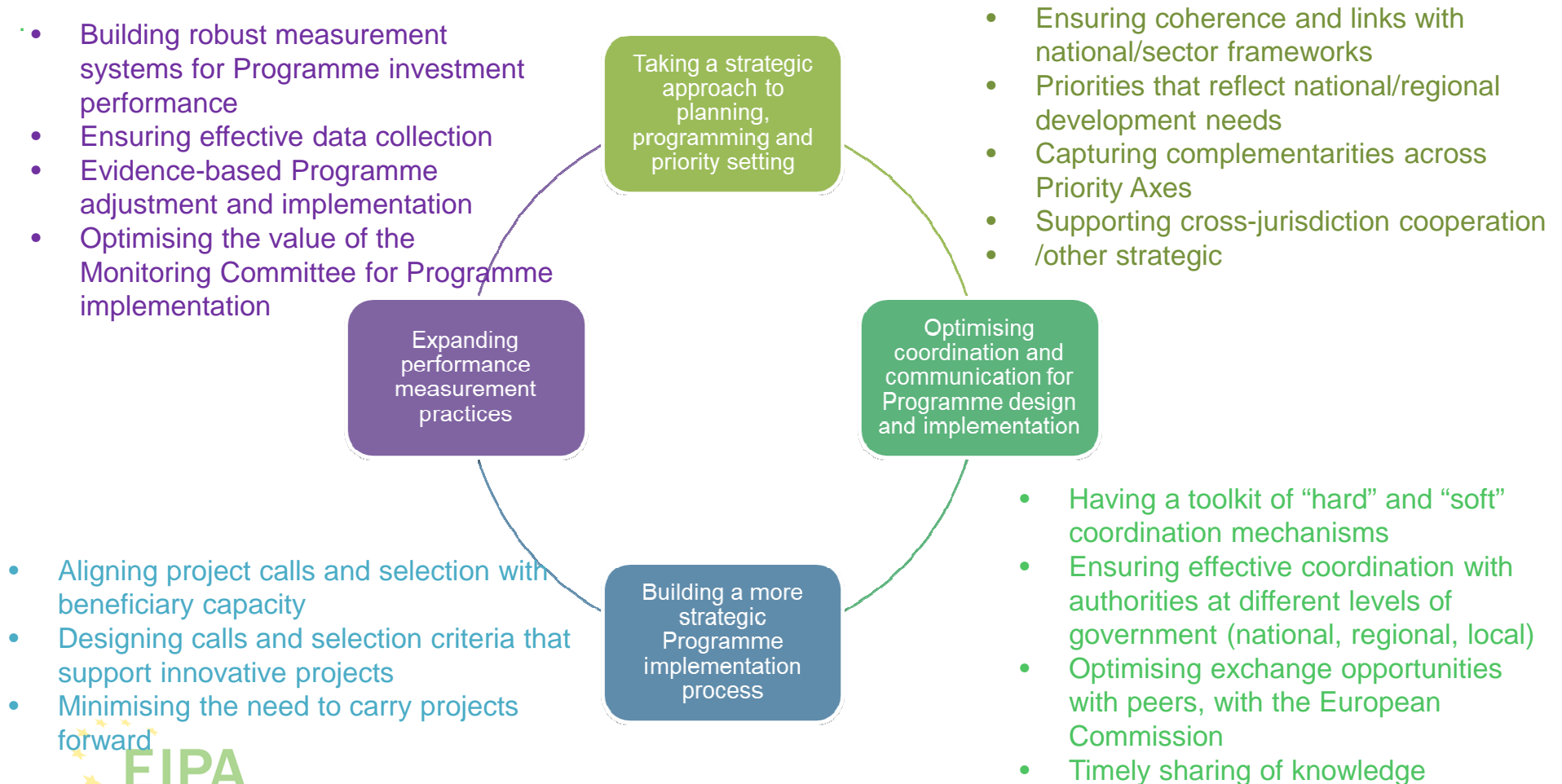


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Dimension 2: Organisation



Dimension 3: Strategic planning, coordination and implementation





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Dimension 4: Beneficiaries and Stakeholders

Build beneficiary capacity

Provide tailored and quality support

- Communicate
- Promote ongoing information exchange
- Partner with beneficiary-support organisations

Engage a broad base of external stakeholders

Understand specific needs

- Build stakeholder capacity
- Incorporate into planning processes
- Obtain stakeholder input
- 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.

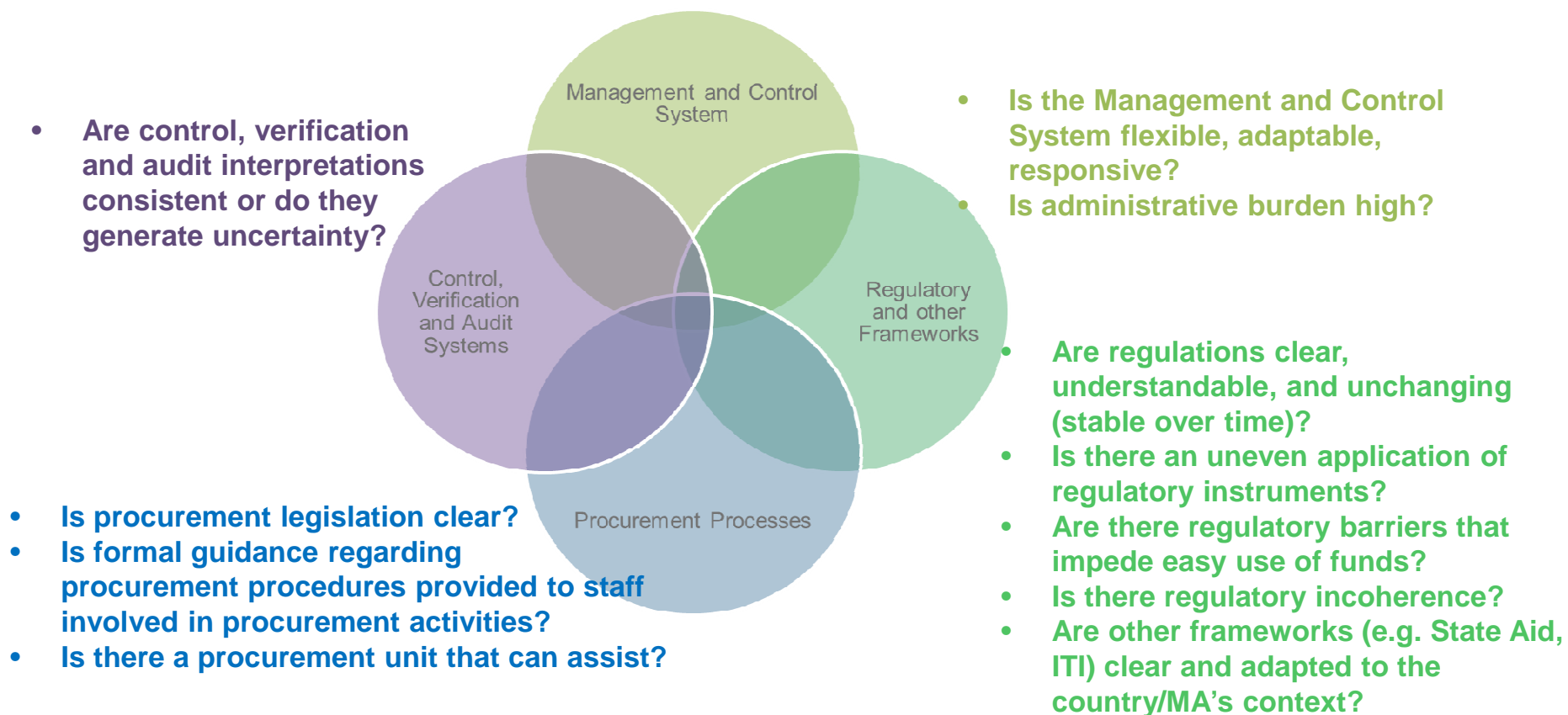


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Dimension 5: Systemic Framework Conditions



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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;
 2. **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

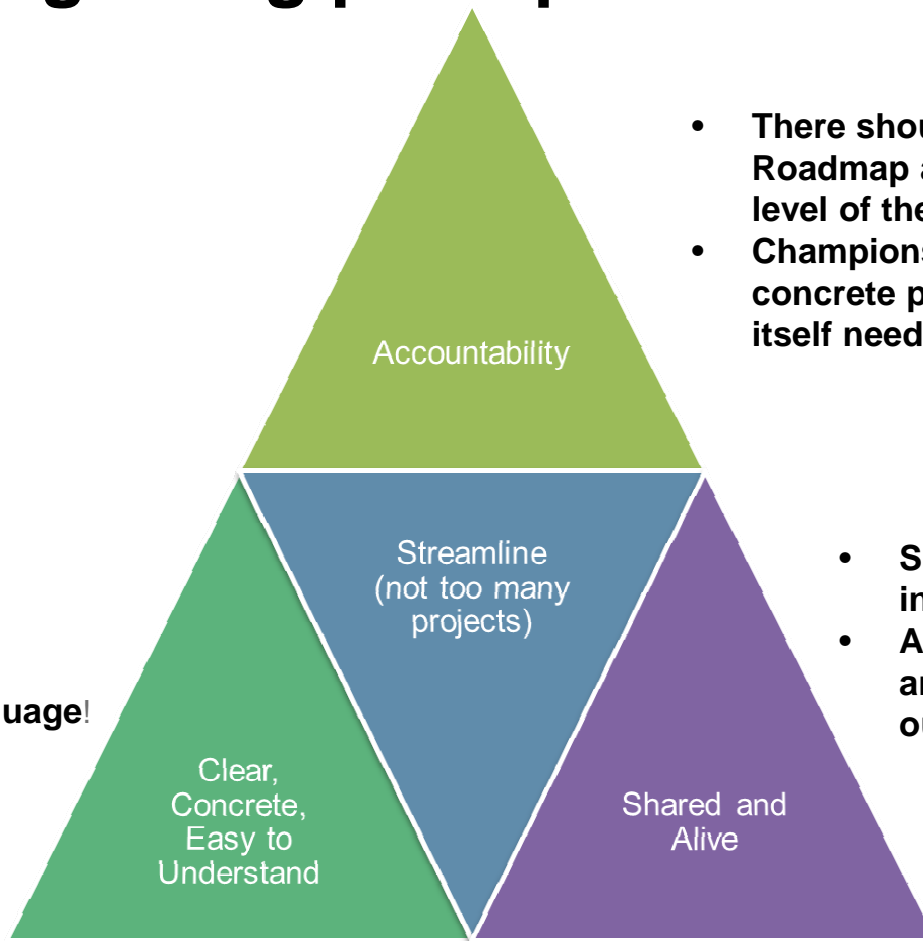
- Assigning estimated resources to projects
 - not just financial, but human and even skills needed, IT tools, infrastructure
- Predefining KPIs and/or targets to achieve
- Making Roadmaps public (online) and/or “living documents’ (i.e. updated in real-time as projects progress);
- Time periods: months,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





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Some other guiding principles



- There should be accountability for the Roadmap at the senior civil service level of the Managing Authority;
- Champions can be responsible for concrete projects, but the Roadmap itself needs a Champion.

Easy reading, plain language!

- Share for buy-in, even if only internally
- A living document with updates and progress against targets and outcomes assessed and reported



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A potential roadmap template



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)	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 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)					



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THANK YOU

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