



Developing and Implementing a Roadmap for Administrative Capacity Building

**- Experience from Croatian OPCC Managing
Authority -**

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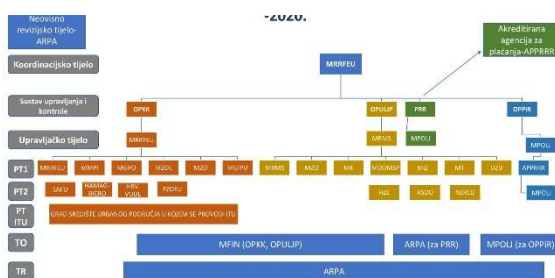


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Motivation for participation in the pilot action - Croatian Context (OPCC)

ADMINISTRATIVE CAPACITY = CONTINUOUS CHALLENGE:

- HRM practices insufficiently developed
- complexity of the OPCC Management and Control System



- issues in communication and coordination



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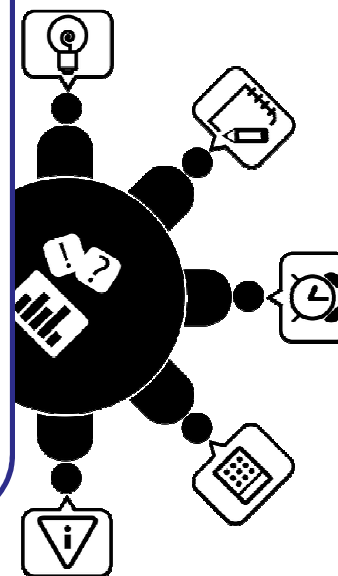
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Development

STEP 1: QUESTIONNAIRE – BACKGROUND CHECK



- MA representatives (system set-up, horizontal issues, project preparation and implementation, OP management and financial instruments, ITI, deprived areas)
- IB1 and IB2 representatives – management and operational level; ITI IBs
- Coordinating Body representatives (strategy and planning, ex ante conditionalities, administrative capacities, monitoring and evaluation, communication and training)
- HRM unit in MRDEUF
- Sectorial bodies
- Audit Authority
- Ministry of Public Administration
- Chambers and associations
- Direct beneficiaries



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ROADMAP

▪ **Challenge area 1: People and organisational management:**

- workshops/seminars on strategic HRM
- workshop on talent management
- MCS HRM network
- skills and competency gap analysis of MA
- review of TNA tool and training course catalogue
- learning and development strategy
- workshop focused on horizontal principle implementation
- employee engagement survey
- MA competitiveness as an employer
- induction session for new staff



Source: Vecteezy.com

ROADMAP

- **Challenge area 2: Strategic planning and coordination:**
 - strategic evaluation of the OP's Priority Axes
 - adjustments to the MCS structure
 - adjust the delegation of functions
 - regular (e.g. monthly) meetings between MA and IBs
 - modular training programmes for regional coordinators
 - registers and instructions database
 - workshops for beneficiaries

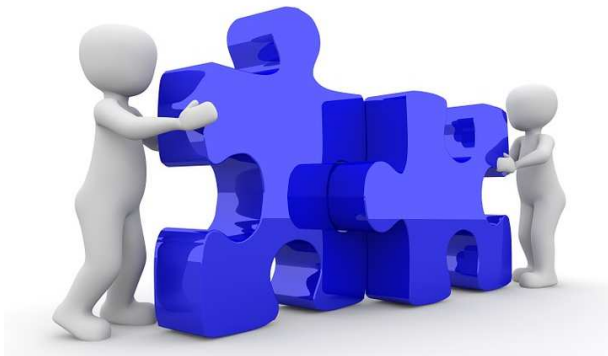
- **Challenge area 3: Framework conditions:**
 - single budget line



Source: Vecteezy.com

Roadmap Implementation

- EC and OECD support in part of implementation => Phase 2 of the project



- full implementation of the Roadmap under the responsibility of the MA



Roadmap Implementation – OECD Support

Employee Engagement Survey:

Working Environment and Employment Conditions

Opportunities for Learning and Career Progression

Opportunities for Internal Mobility

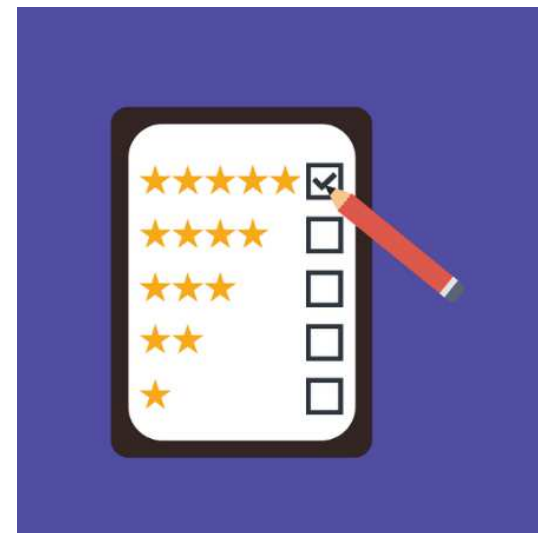
MA Management

Performance Management

Job Satisfaction and Engagement

⇒ 63% response rate

⇒ Action plan for Engagement



Roadmap Implementation – OECD Support

Competency Gap Analysis:

Developing others and people management

Management facilitation and communication

Delegation

Decision making

Strategic management of goals and initiatives

Flexibility and adaptability to change

Teamwork

Problem solving

Representation of institution to the
outside world

Planning of resources

=> Learning and Development Plan

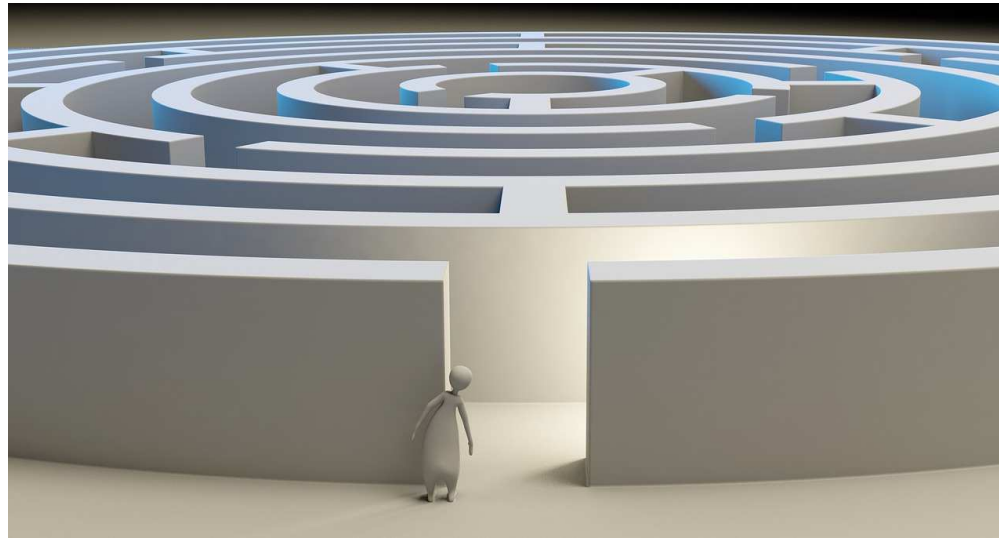


Key Ingredients – Lessons Learned



- need for broad participation, not just within the MCS, but beyond
- the role of active engagement – in the project, but also continuously (*OECD - project as the pull factor!)
- positive outlook – focus not only on weaknesses, but also strengths and good practices
- feasibility, but also outreach (motivational!)
- concrete actions, but also a more longterm framework/goal
- distinct accountability – across teams
- monitoring mechanisms and measuring success
- focus on results
- cooperation

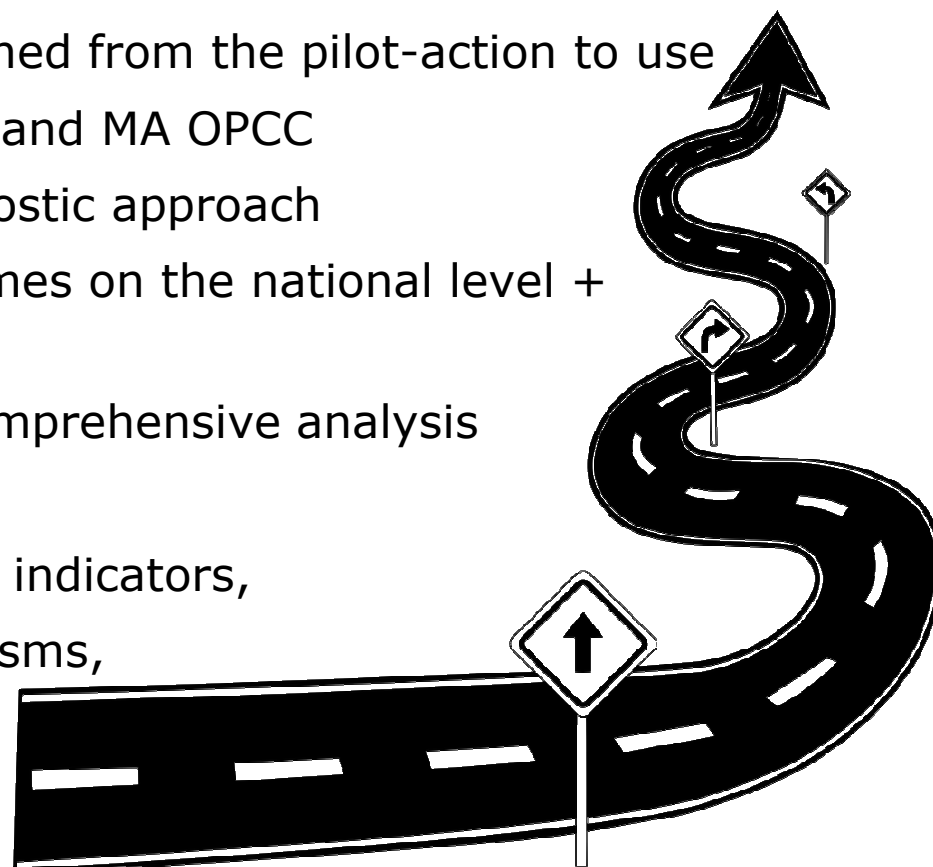
Roadmap Implementation – Key Challenges



- **RECOGNITION – UNDERLYING IMPORTANCE OF ACB**
 - **STABILITY IN A CHANGING ENVIRONMENT**
 - **CONTINUOUS DRIVING FORCE**

Development of a National Roadmap for ACB

- strong DG REGIO recommendation
- opportunity to put the lessons learned from the pilot-action to use
- close and active cooperation of CB and MA OPCC
- use of OECD methodological/diagnostic approach
- inclusion of all MCS of all programmes on the national level + stakeholders
- use of Self-Assessment Tool for comprehensive analysis
- suggested Roadmap structure
- additional focus on responsibilities, indicators, management and monitoring mechanisms, and sources of financing!





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Thank you

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