



Developing administrative capacities

**Requirements for sound EU programme implementation
Actions to solve bottlenecks**

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Relevant regulations:

- Article 4(5), 15(1), 32-35, 52(2), 55(3), 58(1), 59(1), 96(2)b.viii, 125(3), CPR 1303/2013

Requirements for implementing Cohesion Policy

- Compliance with EU law
- Capacity to define strategies and select and deliver sound investments using EU funds to achieve policy objectives.

*This requires both **structural, organisational and procedural provisions and overall governance arrangements** that ensure accountability for performance, transparency in decision making and the inclusion of relevant stakeholders in key processes*

Key factors for Administrative Capacity

- **Structures:** *precise designation of responsibilities, tasks and functions: "If everybody is responsible for everything, nobody is responsible for anything"*
- **Human Resources:** *recruiting, training, retaining and promotion of staff*
- **Systems and Tools:** *Manuals, Checklists, QA Tools, MIS, Risk Management Tools, IT tools*
- **Overall governance:** *arrangements for accountability, involvement of stakeholders etc.*

Assessment grid administrative capacity for Cohesion Policy

	Design			Functioning
	Structure	Human Resources	Systems and Tools	
Management				
Programming				
Implementation				
Evaluation & Monitoring				
Financial management and Control				

Bottlenecks in administrative capacity: structures

- Complex and unclear organisational structures
- Unclear definition of sub-delegated tasks between mainly managing authorities and intermediate bodies
- Insufficient capacity and power of coordinating bodies to take up their role
- Weak governance arrangements for holding managers accountable for performance, controlling corruption, and avoiding undue political influence over projects selection and staff appointments

Bottlenecks in administrative capacity: human resources

- Lack of appropriately qualified and experienced staff and high staff turnover rates in several Member States.
- Poor administrative capacity of beneficiaries, especially smaller beneficiaries and local authorities
- Lack of know how: difficulties to comply with complex EU rules, like e.g. public procurement, state aid and environmental legislation
- Limited analytical and programming capacity; insufficient capacity (and political backing) to deliver result oriented strategies

Bottlenecks in administrative capacity: systems and tools

- Insufficient monitoring systems and quality of data for measuring the impact (new requirements e-cohesion)
- No real use of manuals and checklists
- Quality of evaluations and/or insufficient follow up of recommendations of independent evaluations
- Overall challenge: complying with new regulations

Administrative capacity across MS: solutions

- **Several bottlenecks are of a systemic nature and can be found back in all MS (e.g. problems related to public procurement)**
- *Solutions must lie in horizontal approach: to bring change by combination of knowledge building, awareness raising, guidance and a toolbox of support measures*
- **Other bottlenecks are more country or region specific and require a more tailor made approach**
- *Depending on capacity assessment solutions mixture of:*
 - *HR: training, on the job coaching, HR policies*
 - *Improving structures and accountability*
 - *Improving systems and tools*

More information

- Article 4(5), 11(4), 15(1), 32-35, 52(2), 55(3), 58(1), 59(1), 96(2)b.viii, 125(3), CPR 1303/2013

- Background Study on administrative costs:

http://ec.europa.eu/regional_policy/sources/docgener/studies/pdf/measuring/measuring_impact_report.pdf

- *Overview of relevant studies on DG Regio INFOREGIO website:*

http://ec.europa.eu/regional_policy/information/studies/index_en.cfm

Option A: Group discussion on exchange of good practices

- What do you regard as **3 problems** in the administrative capacity in your country which have been addressed by good solutions?
- What were the core elements of these good practices (solutions) to address these problems?

Option B: Group exercise capacity assessment & solutions

Imagine you have full responsibility for managing EU Funds and you have full support and resources from your Government to improve the Administrative Capacity.

1. What do you regard as the **3-5 key problems** in administrative capacity to implement the funds in your country? (Think of all relevant EU Fund management tasks)
2. What are the **key solutions** to address the main problems?
3. Prepare for 5 minute on flip chart presentation by reporter