

*1st meeting of the Expert Group on Public Administration and Governance – January 31, 2022*



# AN INDEX TO ASSESS AND IMPROVE PUBLIC ADMINISTRATIONS' ADMINISTRATIVE CAPACITY

A tool for public decision-makers, international bodies,  
and investors



In 2018, the European Commission in its Report titled

**Measuring Public  
Administration: A Feasibility  
study for better comparative  
indicators in the EU**

stated:

*“Good governance and the quality of public administrations are recognizably in the interest of EU citizens and Member States, to achieve maximum value from finite public funds (...).*

*Worldwide, the evidence is irrefutable: high productivity, high income per head economies have the most effective and efficient public institutions”.*

# WHY IS ADMINISTRATIVE CAPACITY CRUCIAL?

There can be economic and social development  
only with an effective  
**ADMINISTRATIVE CAPACITY**



Money is not sufficient to guarantee a good public governance:

Without well-performing public governance, **European funds for recovery and resilience risk to be wasted.**

Funds would be as an *injection of petrol in a car with a broken engine*

Member States need to perform a sort of **due diligence of their administrative machinery** at central and local level.

## 1. AN ASSESSMENT METHOD IS ESSENTIAL

Assessment is not aimed at grading or ranking Administrations, but to:

- ❑ Map administrative capacity at national and local level;
- ❑ Develop a targeted improvement plan.



## HOW TO ACHIEVE A GOOD ADMINISTRATIVE CAPACITY?



## 2. ASSESSMENT REQUIRES DATA

### *Which kind of data?*

Economic and financial data are not sufficient.

**Qualitative data are** equally essential: e.g., public service delivery, annual goals, attention to social accountability or civic engagement, and so on.

# HOW TO OBTAIN THAT KIND OF DATA?

## ❑ SO FAR

Most information

1  
refers to policies  
rather than  
administrative  
machine

1

2  
is based on  
interviews,  
relying on  
perceptions

2

3  
relies on  
questionnaires  
completed by  
the same PAs to  
be evaluated

3

## ❑ FROM NOW ON

We need

1

a **new way** to  
obtain data,  
based on **data**  
published by **Public**  
**Administrations**

2

a **synthetic index**  
to collect,  
elaborate and  
summarize data

## AN INNOVATIVE ASSESSMENT METHOD

To **measure**  
administrative  
capacity

To develop a  
**targeted**  
**support to**  
**improve**  
administrative  
capacity

To **compare**  
transparency,  
efficiency and  
integrity

To monitor  
**chronological**  
**trend**

To provide  
**alerts on**  
**default and**  
**corruption**  
**risks**

It analyses 6 macro areas



Budget



Governance



Personnel  
management



Services and  
citizens



Procurement and  
businesses



Environmental  
impact

## AN INNOVATIVE DIAGNOSTIC METHOD

- It is a **quantitative and qualitative index**,
- based on **objective data**,
- already published by **PAs**.

Its method is based on the **ESG sustainability indexes**, used in financial markets.

# THE BENEFITS

ADMINISTRATIVE  
CAPACITY INDEX  
HIGHLIGHTS  
NATIONAL AND LOCAL  
STRENGTHS,  
AND ENABLES A  
COUNTRY TO:

Spend less, spend better

Improve services

Ensure transparency and accountability

Prevent corruption and enhance reputation

Involve actively citizens and businesses

Obtain more public resources

Attract investors

# IN THE EU MEMBER STATES

**Public Administration systems differ largely** one State from another,  
but they all have the same function: to serve the community.

EU States adopted a law on transparency and right to access public information:

Freedom of Information Act

Sometimes, the national legislator has **advocated for the right of access** and **overlooked the duty of direct publication:**

in these cases, the second pillar is weak, only representing a **generic obligation** to publish.

1. Right of citizens to access to public information

2 pillars

2. Duty of PAs to publish information directly

In most EU Countries there are Public Administrations - mainly at local level - that publish more data and information than they are required by law.

WHY?

Especially because **accountability is convenient**

GOOD NEWS

Being accountable allows to:



# HOW AND WHERE TO USE THE ADMINISTRATIVE CAPACITY INDEX



# MAIN COLLABORATIONS





We have been entrusted by the **European Commission – DG Regio** with a **Pilot project** to test our Index in a sample of EU Member States.

**Results show that our Index is applicable and useful** for the assessment of public governance in different EU Member States.



**We built an evaluation grid**, selecting indicators common to the Countries analyzed.

- Some indicators are **very basic**, in order not to be too severe towards those countries which lack accountability,
- Some indicators are **more ambitious**, in order to recognize the effort of more advanced countries, such as Spain.

# WE CAN SHARE OUR INDEX

- ❑ to provide a scientific and practical tool for all EU Member States,
- ❑ to measure and compare public governance of their Ministries, Regions and Municipalities,
- ❑ to target an enhancement plan,
- ❑ to involve stakeholders, and in particular citizens.

EXAMPLES ON THE  
AVAILABILITY OF  
ADMINISTRATIVE  
CAPACITY DATA  
DIRECTLY  
PUBLISHED BY PAS



IN A SAMPLE OF EU  
MEMBER STATES

# ITALY

Italy approved an **excellent law** on transparency in 2013, similarly to Spain.

The result is that today **transparency is not a problem** in Italy.

**It is not what perception-based indexes suggest;**

nonetheless, **the facts say** that Italian PAs publish large amounts of data.

**For over a decade we have been regularly assessing** the administrative capacity of Regions and Municipalities in Italy,

And also **detecting their strengths and weaknesses.**

The results of our analysis say that

- *no Region or Municipality is the best in all indicators;*

- *no Region or Municipalities is the worst in all indicators.*

Emilia Romagna region



Transparent administration

Three-year plan for the prevention of corruption and transparency

**Disposizioni generali**

Piano triennale per la prevenzione della corruzione e della trasparenza

**Organizzazione**

Direzioni, servizi, agenzie, dirigenti



**Accesso**

civico, generalizzato, documentale

**Richiedi dati, informazioni, documenti e copia di atti**



# SPAIN

portal de la **transparencia**  
ADMINISTRACIÓN GENERAL DEL ESTADO

GOBIERNO DE ESPAÑA

Buscar..... 

Buscador >

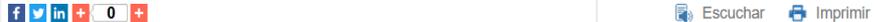
Publicidad activa | Derecho de acceso | Gobierno abierto | Participación | Más información

### Ministries

- Presidency of the Government
- Agriculture and Fisheries, Food and Environment
- Economy, Industry and Competitiveness
- Foreign Affairs and Cooperation
- Ciencia e Innovación
- Consumo
- Cultura y Deporte
- Defensa

Inicio > Publicidad

### Active Advertising by Subject



Escuchar  Imprimir 

The information elements of Active Advertising have been grouped into six subjects to facilitate access to the information you wish to consult.

You can see the complete list or access each of the subjects:

-  Organization and Public Employment
-  High Ranks
-  Planning and Statistics
-  Regulations and Other Provisions
-  Contracts, Agreements and Grants
-  Budget Economic Information



## ONEPLAN 2018 FULL YEAR REPORT



At year end, 60 of 86 projects were completed or on track, 13 had a minor delivery issue and 10 had a significant delivery issue, while 3 were replaced, deferred or amalgamated. In terms of the delayed projects, those with a significant delivery issue are projects that have missed or are expected to miss the expected timeframe for completion by 3 months or more.

**Minor Delivery issue** means that there has been an over-run of less than 3 months at report date      **Significant Delivery issue** means that there has been a delay of more than 3 months in completing the project or that an objective is unlikely to

### 3.1 A SAFE, SECURE IRELAND



Project ID	Project	Senior Responsible Owner	Project Status	Planned End Date	Progress
3.1.1.1	We will progress accelerated recruitment to bring Garda numbers to 15,000, double the Garda reserve to support local patrols and crime reduction initiatives and increase further civilisation to free up more Gardaí to focus on frontline policing services (delegating court attendances and release from desk work).	Assistant Secretary, Policing Division	On Track <small>(excl. Garda Reserve - under strategic review)</small>	Q1 - Q4  Overall to Q4 2021	There were circa 800 Garda attestations during 2018. The total number of Garda members stood at circa 14,000 at year end, an increase of 500 over 2017 figures. An Garda Síochána remain on track to reach a strength of 15,000 Garda Members by 2021. Over 200 Garda Members have been redeployed to frontline policing duties and redeployments will accelerate during 2019.  In relation to the Garda Reserve, the Commission on the Future of Report recommended the pausing of recruitment to the Garda Reserve pending the completion of a Strategic Review. This review is ongoing and will be completed in 2019.  In respect of civilisation, just under 350 new civilian posts have been sanctioned since the beginning of 2017. The bulk of these were to address critical skills gaps and capacity issues with a proportion sanctioned to allow for the redeployment of Gardaí to frontline policing duties. An Garda Síochána continues to engage with the Policing Authority in relation to further posts.
3.1.1.3	We will engage with the Policing Authority in relation to a review of: - boundaries of police divisions and dispersment of Garda Stations to ensure both an efficient and optimum geographical distribution of stations and minimal response times; - deployment and rostering arrangements, with a view to strengthening this vital link with communities with a view to enhancing community policing units.	Assistant Secretary, Policing Division	Completed	Q2	A report entitled "Policing with Local Communities" was submitted by the Garda Síochána Inspectorate to the Policing Authority and submitted to the Minister by the Policing Authority on 17 December 2018. The report was published by the Minister on 21 December 2018.
3.1.1.4	An Garda Síochána will bring specialist units involved in the fight against all forms of serious crime up to full strength as soon as possible.	Assistant Secretary, Policing Division	Ongoing Commitment	Q1 - Q4  Overall to Q4 2021	Since September 2017- 142 Gardaí and 58 Sergeants have been allocated to the Specialist Bureaus under the ambit of Special Crime Operations from the panels formed from the September 2016 competitions. It is planned to hold new competitions for assignment to the Specialist Units in early 2019.

### Appendix A – Key indicators of progress and success of Action Plan for Education 2019

#### Key Indicators for Goal 1

Policy area	Indicator	Measure
Wellbeing	Number of dedicated days for support and development activities in schools by NEPS psychologists	5,285 (2018)
The provision, take up of and success of post primary students in STEM subjects	% LC students achieving H4 or above in higher level maths	56.8% (2018)
	% LC students achieving O4 or above in ordinary level maths	56.1% (2018)
	% boys' schools offering a STEM subject other than maths or a science	96.0% (2018)
	% girls' schools offering a STEM subject other than maths or a science	56.1% (2018)

#### Key Indicators for Goal 3

Policy area	Indicator	Measure
Early Years Inspections	Number of inspections of ELC centres	691 (2018)
Inspections in primary and post-primary schools	Number of inspections in primary schools including probation	3,566 (2018)
	Number of inspections in post-primary schools	608 (2018)
Other inspections including School Self Evaluations (SSE)	Number of advisory visits	1,473 (2018)
Publication of inspection reports	Number of EYEI reports published	813 (2019)
	Number of primary and post-primary inspection reports published	996 (2019)
CPD provision	Number of primary schools receiving support from the PDST	1,931 (2018)
	Number of post-primary schools receiving support from the PDST	416 (2018)



## MINISTRY OF INTERIOR



## ROMANIA

## PUBLIC TENDERS

The centralizer of acquisitions higher than 5000 euros for the second semester of the year 2020 according to GD 583/2016

Contract title	Nr. Contract / Explanatory Note and the date of award	Object of the contract / Name CPV code	Procedure used	Supplier / Provider / Executor	The value provided in contract (RON without VAT)
0	1	2	3	4	5
Supply	597440 / 08.07.2020	Network infrastructure	Direct purchase	SC QUARTZ MATRIX SRL	46,610.00
Supply	598676 / 10.09.2020	Telecommunications system	Procedure Simplify	SC MARCTEL SIT SRL	175,999.00
Services	597477 / 08.07.2020	Repair and maintenance services of electrical and mechanical installations construction	Direct purchase	SC KRONLIFT SRL	41,990.00
Services	597589 / 14.07.2020	Natural gases	contracts UP	SC PREMIER ENERGY TRADING SRL	323,597.94

## AGAINST CORRUPTION

Prague has an Anti-Corruption Strategy for the period 2017-2019. This was approved by the City Council, of the City of Prague and approved by the City Council of Prague. The principles set out in this document will be gradually implemented not only in the municipality, but also in its contributory organizations and also in companies owned by the capital.

The anti-corruption strategy sets out activities not only in the area of active prevention of the fight against corruption itself, but also with other negative phenomena that corruption brings with it.

### If you suspect corruption, you can use the following reporting options:

Anti-corruption telephone line: 774 529 432

Anti-corruption e-mail address: [protikorupci@praha.eu](mailto:protikorupci@praha.eu)

Postal address: Magistrát hl. City of Prague, Department of Legal Support, Jungmannova 35/29, 110 00 Prague 1

\* [Operating hours of the anti-corruption line](#)

Through the interactive [form](#), you can file and tell us your suspicions of corrupt practices by employees of the City of Prague.

You can submit your findings, criticisms and suggestions through "COMPLAINTS AND COMMENTS" or in the form of "PETITION".



## COMPLAINTS AND COMMENTS

## ANTI-CORRUPTION STRATEGIES

### PROCUREMENT

### CONTRACT RECORDS

### REGISTER OF CONTRACTS

### EMPLOYEE CODE OF ETHICS

### REPRESENTATIVE CODE OF ETHICS

### F

# CZECH REPUBLIC

## The latest contracts

Publishing Party	Object of the contract	Published	Contract value	Contracting Party (ies)	
Health Insurance Company of the Ministry of the Interior of the Czech Republic	Elaboration of joint tender documentation for the supply and distribution of vaccines	04/20/2021	Not specified	Multiple parties	<a href="#">Detail</a>
Regional Police Directorate of the Central Bohemian Region	Replacement of protections, networks in the gym ŠPS Sad	04/20/2021	70 256 CZK VAT excl	VRSA - SPORT sro	<a href="#">Detail</a>
Horažďovice	Subsidies to finance investment expenditures associated with the provision of project documentation for the Ottawa cycle path	04/20/2021	72 503 CZK VAT incl	The village of Velké Hydčice	<a href="#">Detail</a>
The General Directorate of Finance	Settlement Agreement to the Agreement on the Provision of Extended Services of the APED Electronic Auction Application (AVISme 2021000300)	04/20/2021	Not specified	DEZADATA spol. s ro	<a href="#">Detail</a>
Statutory city of Opava	Agreement on the provision of a special-purpose subsidy from the SMO budget - year-round sports activities	04/20/2021	10 300 CZK VAT incl	Sports club of recreational volleyball Opava, zs	<a href="#">Detail</a>

## We offer assistance to users of public services

Public Service Info will direct you to the right public service and offer advice on the use of the services. The service is not intended for taking up official matters with authorities — instead, we will guide you to the correct authorities.

**Frontpage** Service channels Other public services Information about Public Service Info

### Call Public Service Info

**0295 000**

(Mon-Fri 8 am to 9 pm, Sat 9 am to 3 pm)  
The service is closed on Sundays and public holidays.



Ask a question in a  
chat



Ask a question with an  
electronic form



Ask a question with an  
e-mail



Ask a question with a  
remote connection

Temporarily unavailable

Ask a question with an  
SMS

If you have a speech or hearing impairment,  
you can send your question as an SMS to

**18395**

You will pay only your operator's local  
network, mobile call, or SMS fee. The  
service itself is free.

# FINLAND

## EVALUATION REPORTS

### PUBLICATIONS AND PLANS

#### Plans

#### Permits, guidelines, regulations and forms

## Publications

Below are links to different publications published by the City of Helsinki. As Finnish and Swedish are the official languages of Finland with Finnish being the main working language, most publications are available in Finnish only.

### City-level publications

- [City of Helsinki budget estimates, financial statements and City economy monitoring reports](#) (in Finnish)
- [City evaluation reports](#)
- [City personnel reports](#)
- [Annual Reports for the City of Helsinki](#)
- [City environmental reports](#)
- [Audit Department reports](#)

### City Divisions

- [City Executive Office](#)
- [Education](#)
- [Urban Environment](#)
- [Culture and Leisure](#)

### City-owned companies and public utilities

# THANKS!



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