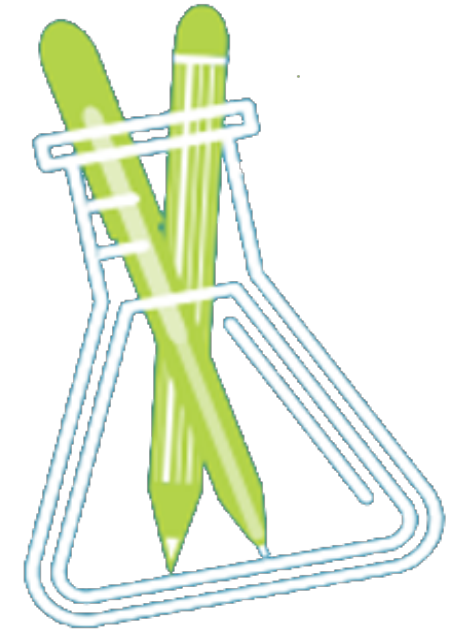


Measuring and Evaluating Determinants of Public Administration Productivity

Bureaucracy Lab

Development Impact Evaluation | Global Governance Practice

October 22-25, 2019, Brussels, Belgium



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Capacity modeling based on processes

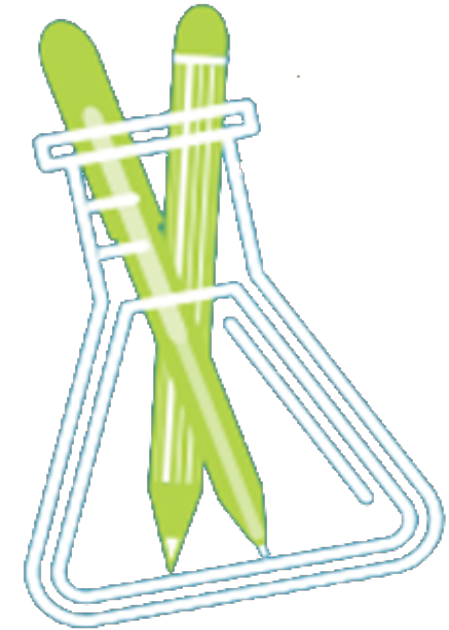
Matúš Šesták

Ministry of Interior of the Slovak republic

Bureaucracy Lab

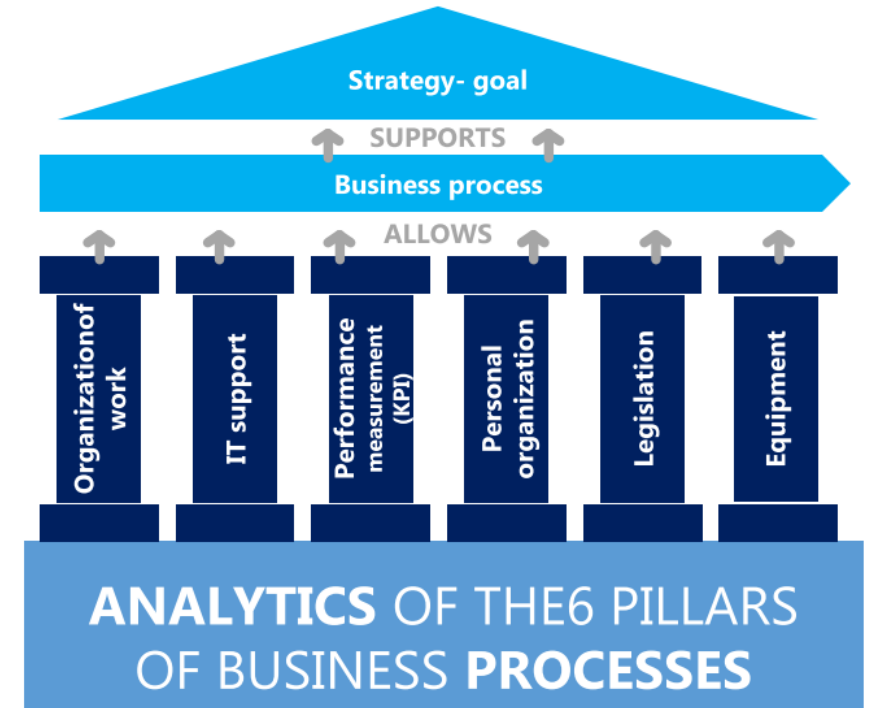
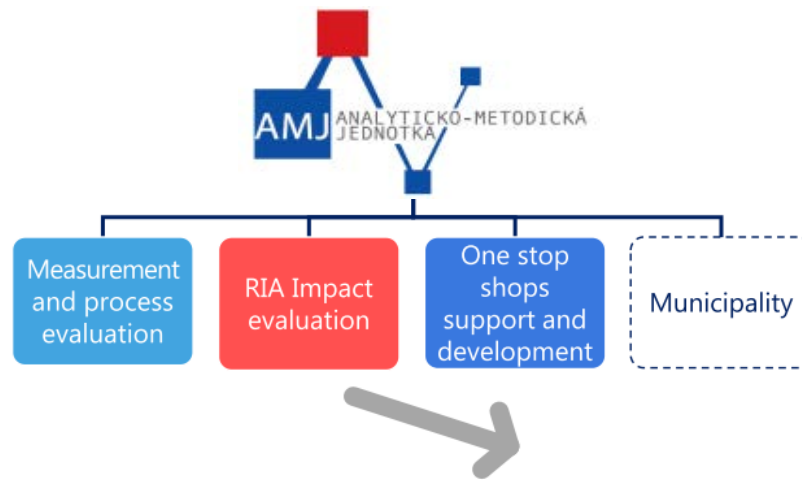
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Who we are?



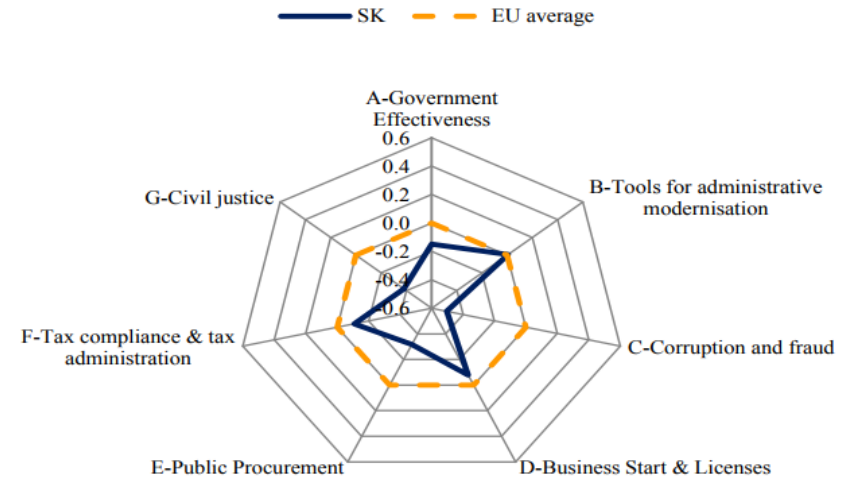
REFORM:

- PUBLIC ADMINISTRATION REFORM IN SLOVAKIA



How did we identify the areas of reform focus and the interventions chosen?

Current focus of reforms in public administration

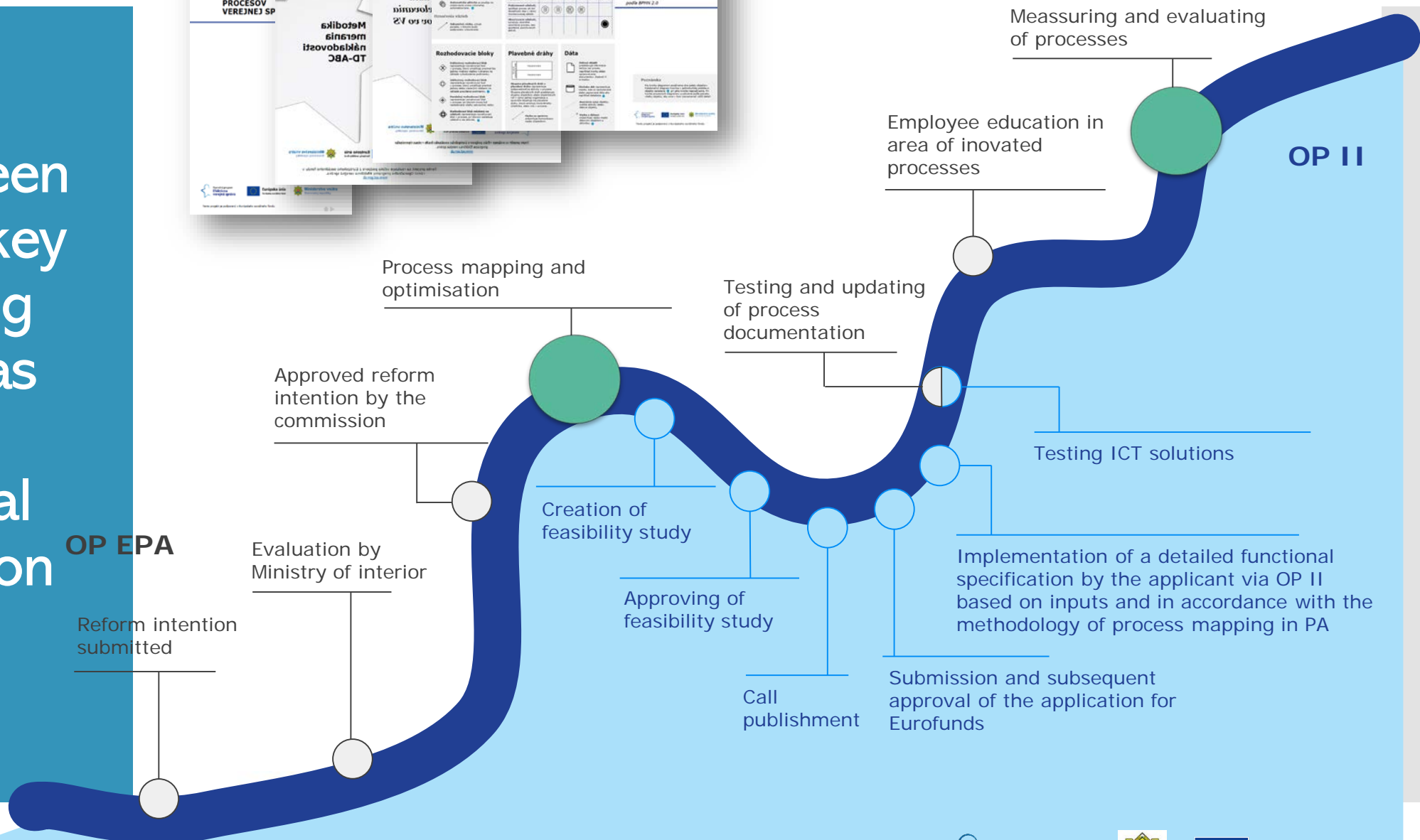
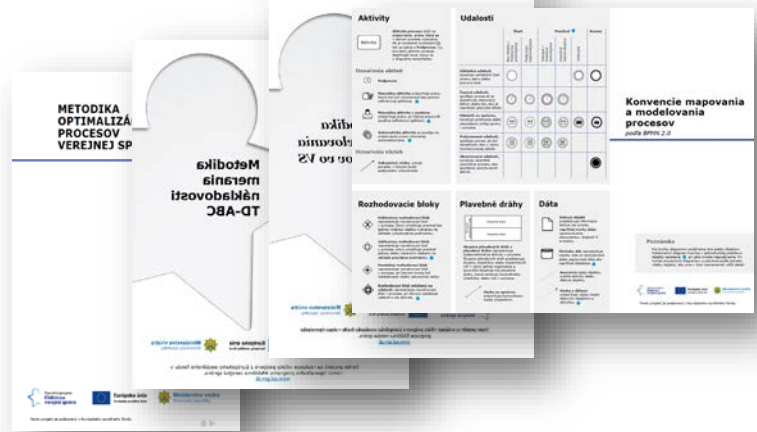


WIFO

3 National projects focused on:
 Restructuring and client orientation,
 Process optimization and cost evaluation,
 Building analytical capacities



What have been some of the key steps in taking this from ideas and focus towards actual implementation?



Coordination mechanism between OP EPA and OPII

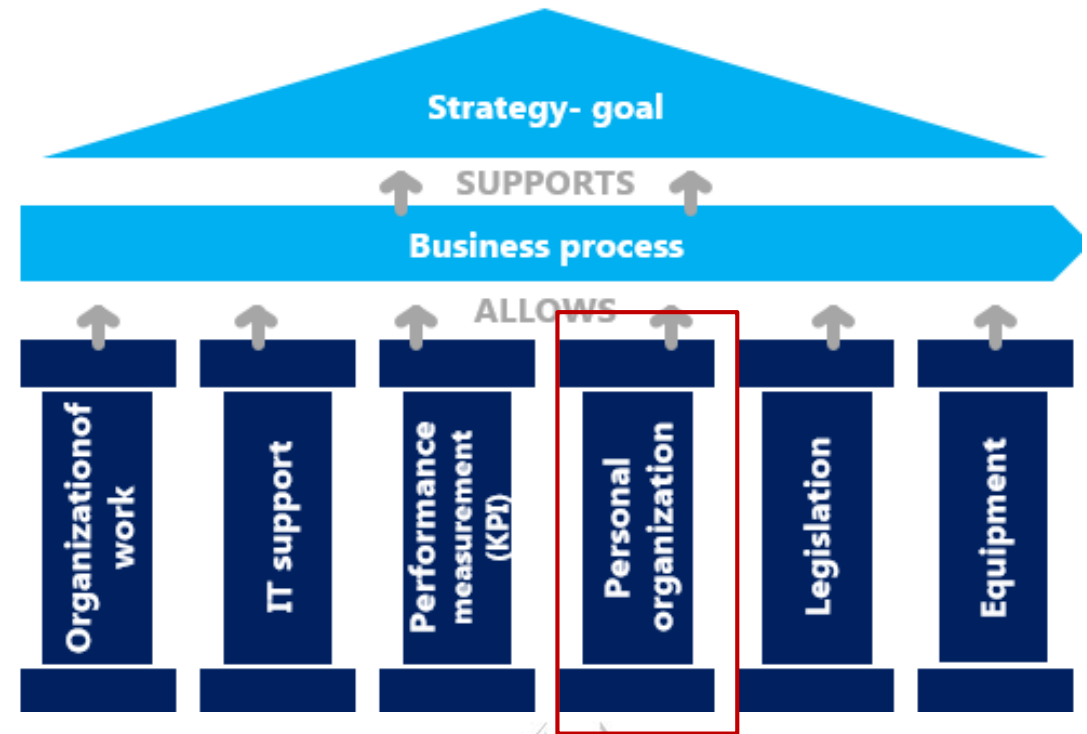
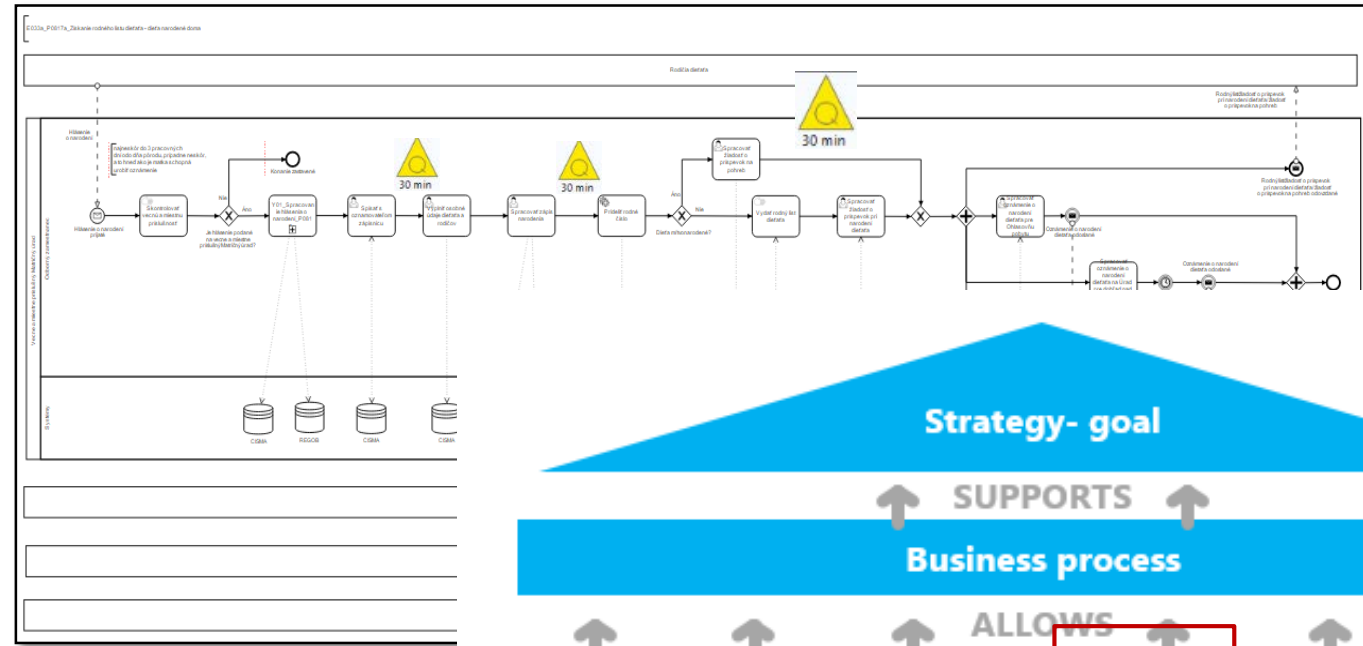


Intervention:

- **CAPACITY PLANNING BASED ON PROCESSES**



How did we decide to target this specific part of the productivity chain?

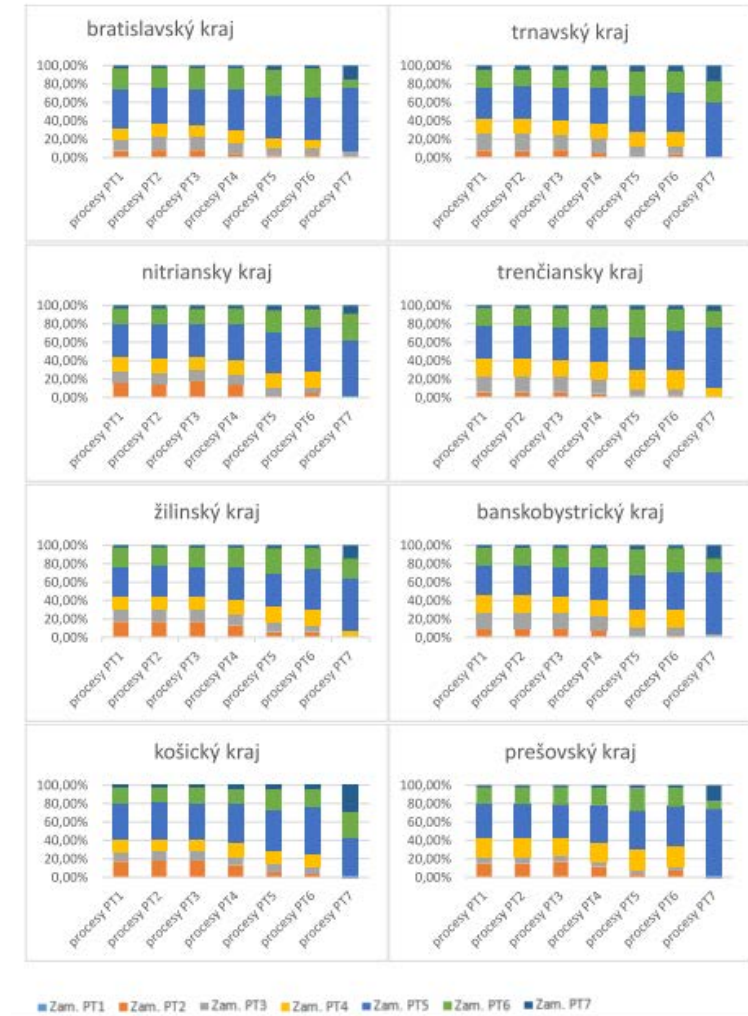


Outline of an intervention that aimed to improve productivity

CAPACITY PLANNING BASED ON PROCESSES

ISSUE

- Non-systematic redistribution of FTEs across the different departments of the district authorities causing bottlenecks or inefficiencies
- Not equal remuneration (grades) for the same job causing demotivation



Outline of an intervention that aimed to improve productivity

CAPACITY PLANNING BASED ON PROCESSES

AIM

- Using data for setting up more transparent capacity planning and performance evaluation system
- Unification of job descriptions in order to motivate employees to perform better within individual processes

		Total	VZ									
		Total	1	2	3	4	5	6	7	8	9	10
	Spolu OJ	8099	156	1	15	9	9	13	4	74	9	4
OUBA	Spolu OJ	434	27		3	2	1	9		8	1	
	OUBA_pribroda/radost/zaspuka radoba	1										
	OUBA_OOB_CESTNEJ DOBR. A POZEMN. KOMUNIKACIE	25										
	OUBA_OOB_KATASTRALNY	125	12		1	1		8		1	1	
	OUBA_OOB_KRIZOVEHO RIADENIA	30	1					1				
	OUBA_OOB_MAJETKOVOPRAVNY	8										
	OUBA_OOB_OBRANY STATU	6	1									
	OUBA_OOB_ORGANIZACIJA PROSTREDKOV	14	1									
	OUBA_OOB_ORGANIZACIJA	18	8		2	1	1			4		
	OUBA_OOB_POZEMNOVY A LESNY	13										
	OUBA_OOB_SKOLSTVA	25	2							1		
	OUBA_OOB STAROSTLIVOSTI O ZVOTNE PROGRESIE	48										
	OUBA_OOB_VSEOB. VNUTORNEJ SPRAVY	38										
	OUBA_OOB_VYSTAVBY A BYTOVEJ POLITIKY	20	2							2		
	OUBA_OOB_ZIVNOST. POORNKANGA	61										
OUBB	Spolu OJ	259	12		1	1	1			2	5	
	OUBB_pribroda/radost/zaspuka radoba	1										
	OUBB_OOB_CESTNEJ DOBR. A POZEMN. KOMUNIKACIE	17										
	OUBB_OOB_KATASTRALNY	48	1			1						
	OUBB_OOB_KRIZOVEHO RIADENIA	25										
	OUBB_OOB_MAJETKOVOPRAVNY	9										
	OUBB_OOB_OBRANY STATU	6	1									
	OUBB_OOB_ORGANIZACIJA PROSTREDKOV	11										

bor	Stav	Oddelenie	rekonstruovane	burasni	Porovnanie A1	2	3	4	5	6	7	VZ 5	Poznám
IB. KRIZOVEHO RIADENIA	sučasný stav			3	434	434	0	41	130	164	36	0	1
IB. KRIZOVEHO RIADENIA	návň					354	0	41	177	124	8	0	
IB. KRIZOVEHO RIADENIA	rozdiel					-78	0	-35	-49	11	28	8	-1
IB. KRIZOVEHO RIADENIA	sučasný stav	veduci odbor				1					1		
IB. KRIZOVEHO RIADENIA	návň	veduci odbor		0	1	1					1		
IB. KRIZOVEHO RIADENIA	rozdiel	veduci odbor				0	0	0	0	0	-1	1	
IB. KRIZOVEHO RIADENIA	sučasný stav	Koordinálne stredisko IZS				14			5	7	2		
IB. KRIZOVEHO RIADENIA	návň	Koordinálne stredisko IZS		0	14	14			5	7	2		
IB. KRIZOVEHO RIADENIA	rozdiel	Koordinálne stredisko IZS				0	0	0	0	0	0		
IB. KRIZOVEHO RIADENIA	sučasný stav	ODD. civilnej ochrany a kriz. plánovania				15		1	1	11	1		1
IB. KRIZOVEHO RIADENIA	návň	ODD. civilnej ochrany a kriz. plánove		0	15	14			2	4	8		
IB. KRIZOVEHO RIADENIA	rozdiel	ODD. civilnej ochrany a kriz. plánovania				-1	0	-1	1	-7	7	0	-1
IB. KRIZOVEHO RIADENIA	sučasný stav					5		1	2	1	1		
IB. KRIZOVEHO RIADENIA	návň			0	5	3			1	1	1		
IB. KRIZOVEHO RIADENIA	rozdiel					-3	0	-1	-2	0	0		
IB. KRIZOVEHO RIADENIA	sučasný stav					4		1	1	2	1		
IB. KRIZOVEHO RIADENIA	návň			0	4	2			1	1	1		
IB. KRIZOVEHO RIADENIA	rozdiel					-2	0	-1	0	-1	0		
IB. KRIZOVEHO RIADENIA	sučasný stav					4			2	1	1		
IB. KRIZOVEHO RIADENIA	návň			0	4	3			1	1	1		
IB. KRIZOVEHO RIADENIA	rozdiel					1			1	1	1		



How the availability of data and empirical methods shaped the design and implementation?

Registry system

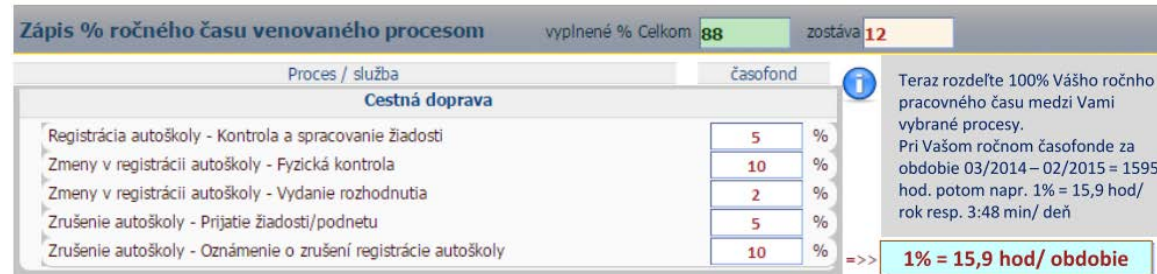


Agenda systems

external data about demand



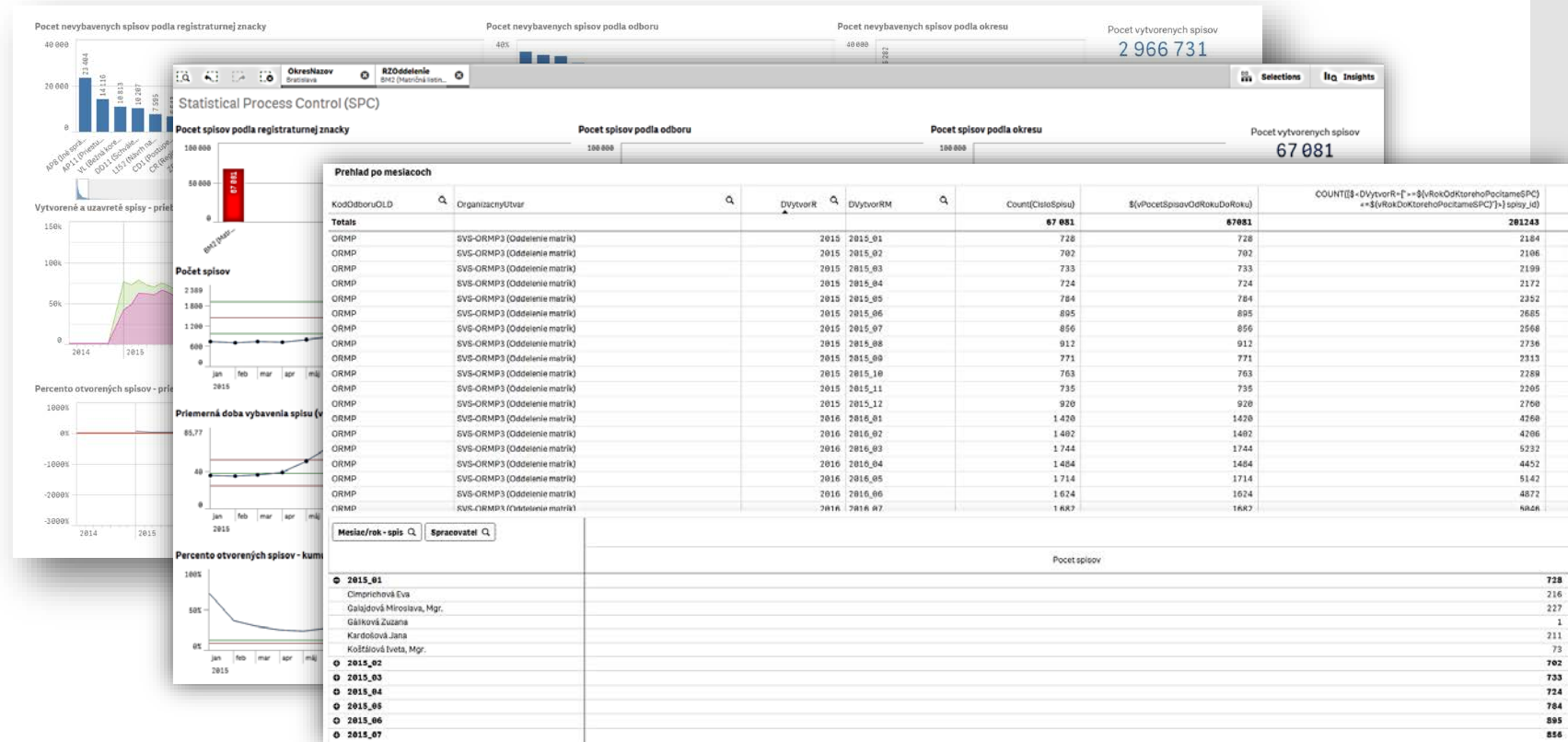
Evaluation of APT (average process time) by online survey app



How will the interventions be evaluated?

Reassessment will be carried out on an annual basis

Right now we focus on building reasonable DASHBOARDS to support management on both central and local level



What have been some of the key steps in taking this from ideas and focus towards actual implementation ?

Important milestones:

- Consulting methodology with experts
- Common agreement on the level of ministers
- Top down communication was the key
- Many workshops and working groups with different groups of stakeholders were organized to explain benefits, to identify processes, create proper job descriptions, validate inputs and outcomes of the model
- Implementation plan was done and new model signed by the minister 1st of October 2019



Thank you!



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