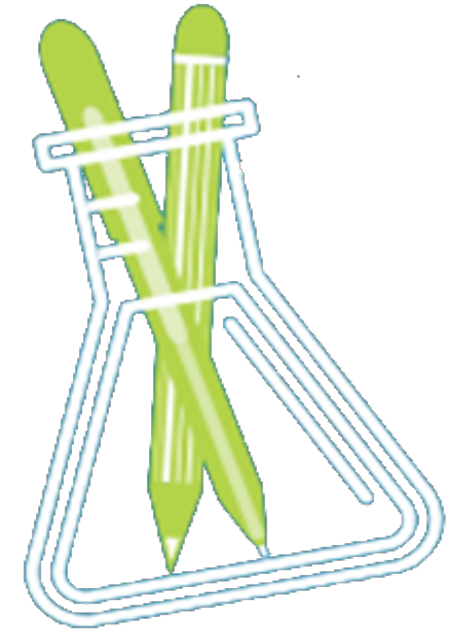


Measuring and Evaluating Determinants of Public Administration Productivity

Bureaucracy Lab

Development Impact Evaluation | Global Governance Practice

October 22-25, 2019, Brussels, Belgium



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Designing and Implementing Interventions in the Croatian Public Administration

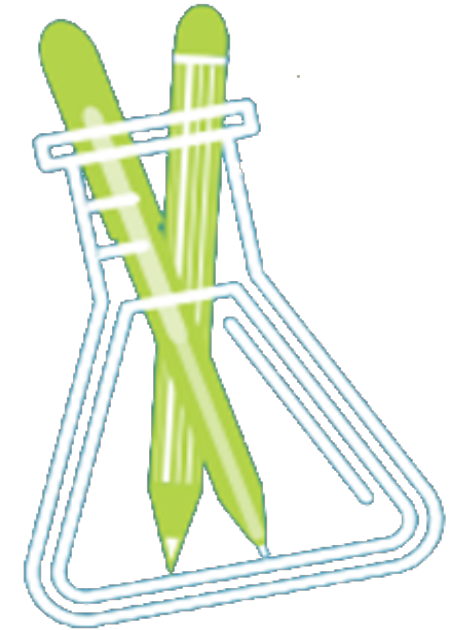
Ivan Lakoš, Advisor to the Minister
Ivana Očić, Associate Advisor

Croatia - Ministry of Public Administration


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ESI funds (Ex ante conditionalities) as key framework for designing Croatian PA strategy 2015- 2020

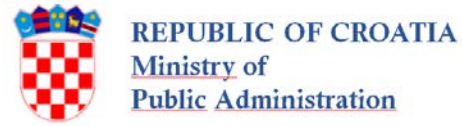
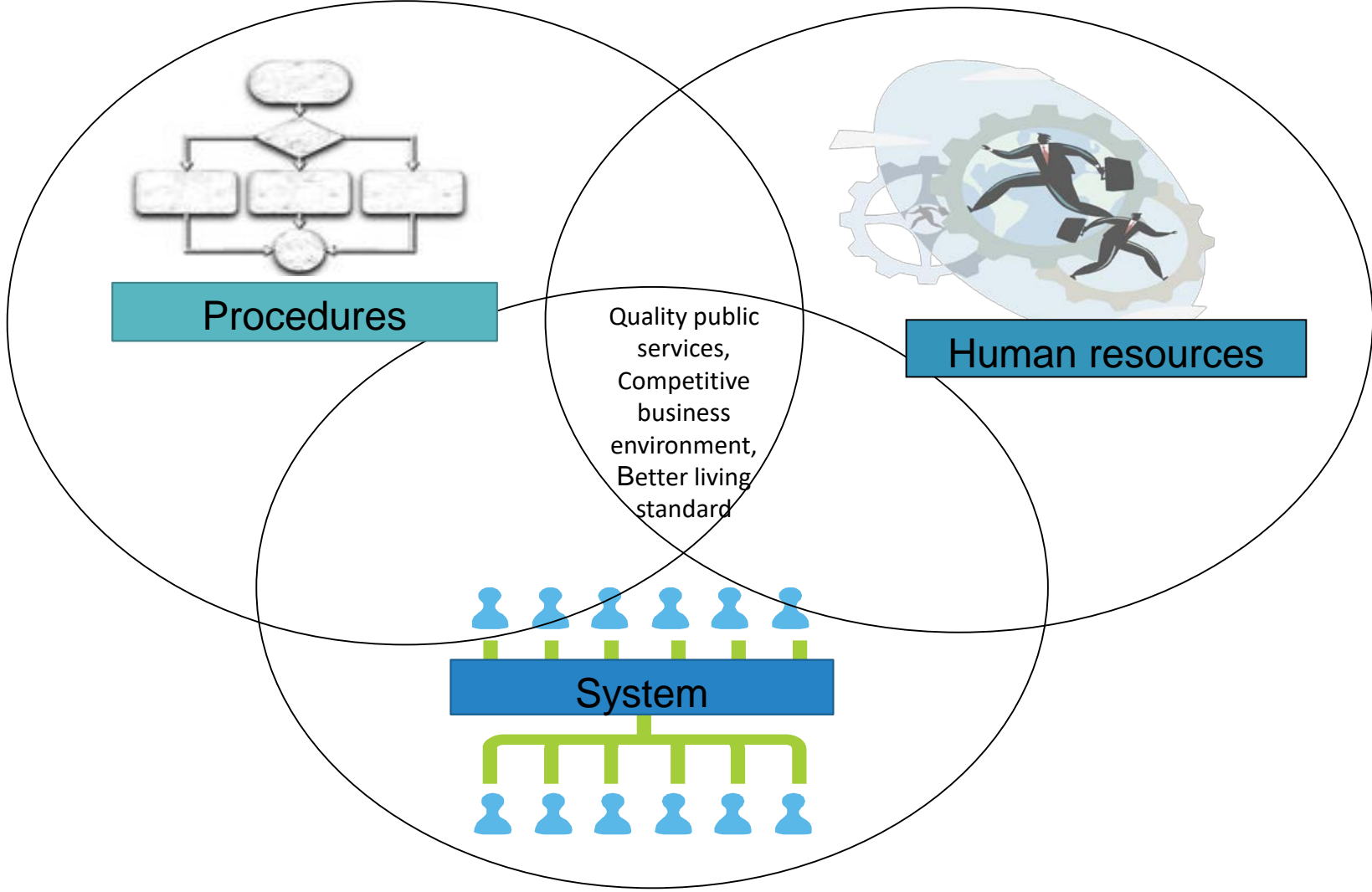
- Ex ante conditionalities (ExAC) are one of the key elements of the cohesion policy reform for 2014-20. – Regulation (EU) No 1303/2013
- Croatian Public Administration Development Strategy 2015-2020 objectives:
 - To determine long-term objectives and guidelines for the modernization of public administration in the Republic of Croatia
 - ensure timely, reliable and quality public services to all users
 - create a competitive business environment
 - ensure better living standard for all citizens
 - A competent public administration is a crucial mechanism for the development of democracy and quality of public policies that guide overall social and economic development
 - A prerequisite for the use of the ESI Funds (TO 11) – Smart administration



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Croatian Public Administration Development Strategy 2015-2020 - strategic objectives



Interventions (HRM)



- Implemented:
 - Public Administration Employee Register and Central Payroll
 - Data and payroll for 250,000 employees
 - National School of Public Administration (2011)
 - about 270 workshops a year for about 5,300 trainees
 - Ethics system (ethics commissioners, ethics committee and reporting system)
 - Further Professionalization - Directors of Departments
- In pipeline:
 - Development of Public Administration Competency Framework (ESI)
 - Introduction of HRM system (SRSP, ESI)
 - Civil service surveys (UK Research Council)



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Interventions (System)



- Quality Management Intro into Public Administration (ESI)
- Optimization of local and regional self-government systems (ESI)
- Introducing systematic annual planning and reporting into public administration bodies (ESI)
- Monitoring & Evaluation of Public Administration Reform (SRSP, ESI)



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Interventions (e-Croatia) – ESI funded



- Shared Service Center
- eBusiness
- eFees
- e/mSignature and eSeal
- One-Stop Shop



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Quality Management Intro into Public Administration (ESI)



- Why?
 - Ex ante conditionalities T011 – „the development of quality management systems”
 - Measure in PA Development Strategy 2015-2020
 - Identified inefficiencies across PA
 - To improve:
 - Standards and organisation for quality management (central level coordination)
 - Measurement of quality
 - Administrative capacities and leadership on quality management
 - PA processes database/register
 - trust and satisfaction of citizens/users



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Quality Management Intro into Public Administration (ESI)



- What?
 - Project objective: Increasing the efficiency of public administration by optimizing and standardizing business processes and introducing a quality management system in public administration.
 - Specific objectives:
 - To develop mechanisms and tools for the introduction of a quality management system - CAF2020 (118 PA bodies) that will align the scope and quality of services (100 processes) provided by the public administration with the needs of users
 - To develop an IT system to support the quality management system in public administration
 - To develop the competencies of public administration employees (600 employees) on quality management and build a system for their continuous improvement



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Thank you for
your attention!



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