Measuring and Evaluating Determinants of Public Administration Productivity

Bureaucracy Lab
Development Impact Evaluation | Global Governance Practice
October 22-25, 2019, Brussels, Belgium
Designing and Implementing Interventions in the Croatian 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
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)
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)
Interventions (e-Croatia) – ESI funded

- Shared Service Center
- eBusiness
- eFees
- e/mSignature and eSeal
- One-Stop Shop
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
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
Thank you for your attention!

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