



The importance of quality management in structural reforms

**8th European CAF User's event
Sofia**

- I. Link between offer and demand**
- II. Some challenges**
- III. How does Commission deal**
- IV. The SRSS ... the « new kid in town »**
- V. Food for thought**

I. Link between offer and demand

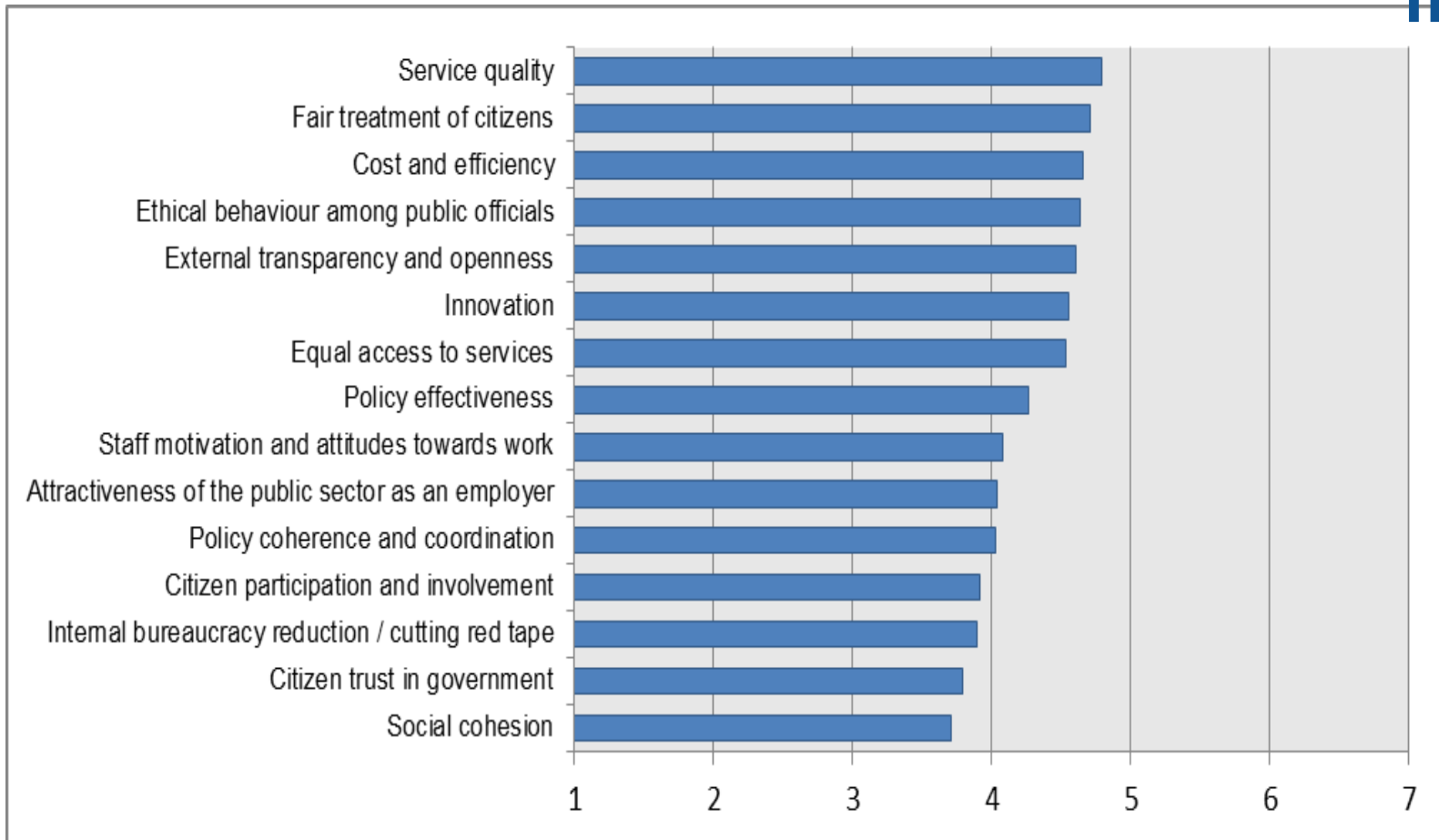
**Quality of public
administration key for
the European project**



We have become more effective, efficient, accountable and transparent



...but “quality of results” still needs to improve



PA quality gaps across Europe remain



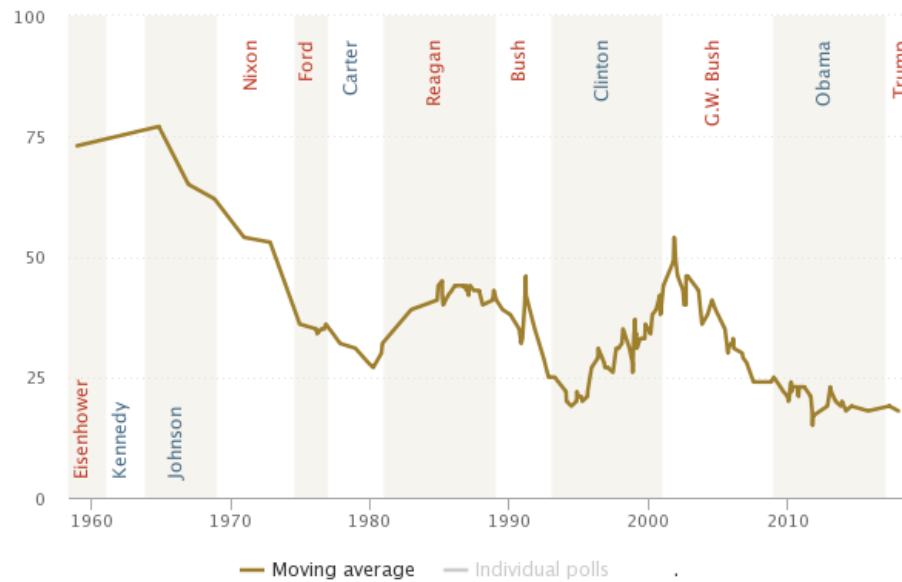
do things right vs. do the right thing



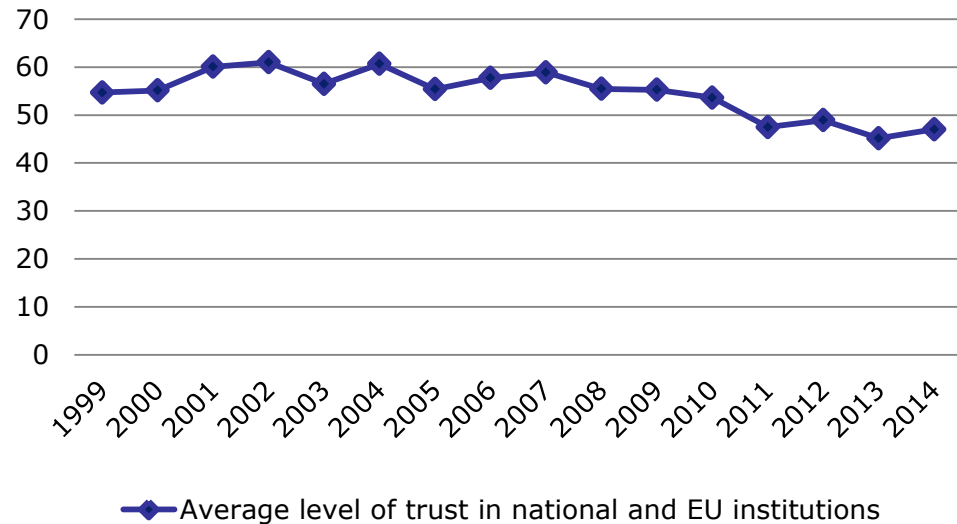
Lower level of trust ...

Public trust in government near historic lows

% who trust the govt in Washington always or most of the time



Trust in institutions in Europe



... but higher expectations

Continued generational divides in preferred size and scope of government

% who would prefer a bigger government providing more services

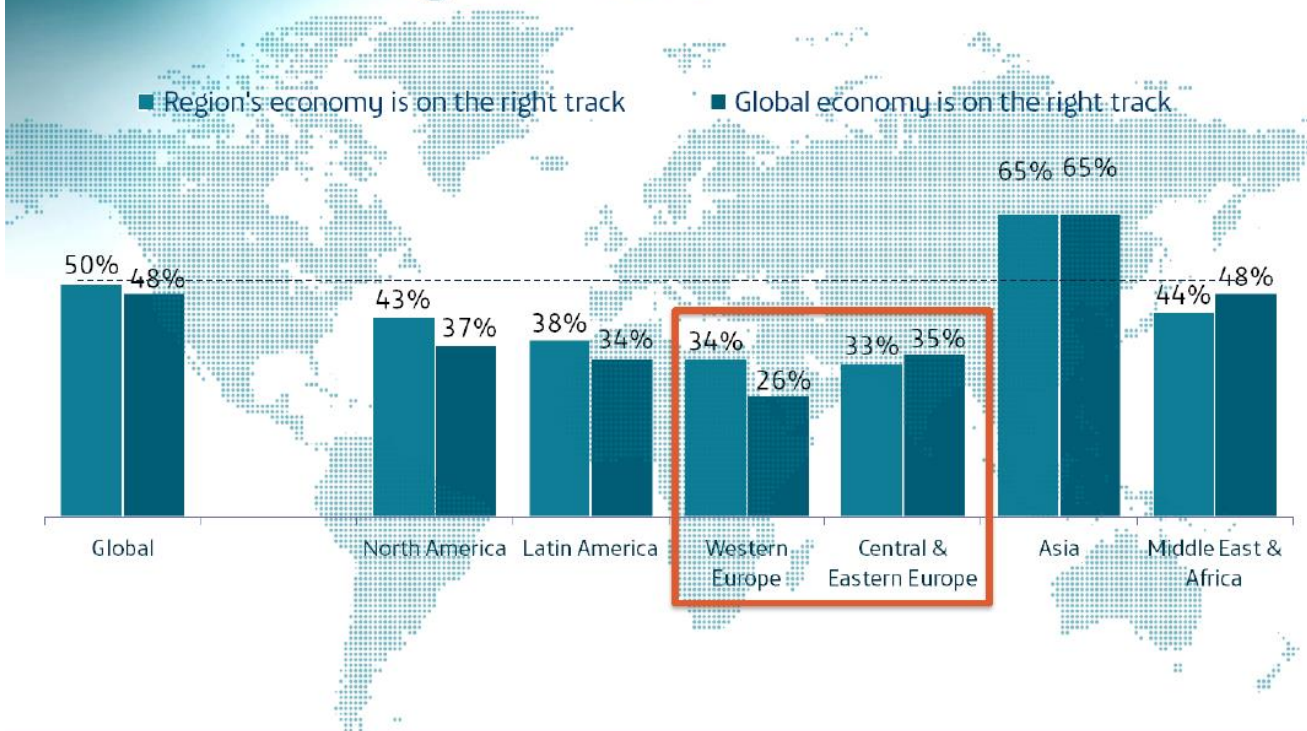
	1980	1989	1996	1999	2007	2011	2014	2017
	%	%	%	%	%	%	%	%
Total	32	48	30	43	43	41	42	48
Millennial	–	–	–	–	68	56	54	57
Gen X	–	–	53	54	51	45	46	50
Boomer	45	52	24	41	33	35	35	43
Silent	25	35	19	34	30	25	27	30

Source: Survey of U.S. adults conducted June 27-July 9, 2017.

PEW RESEARCH CENTER

... but higher expectations

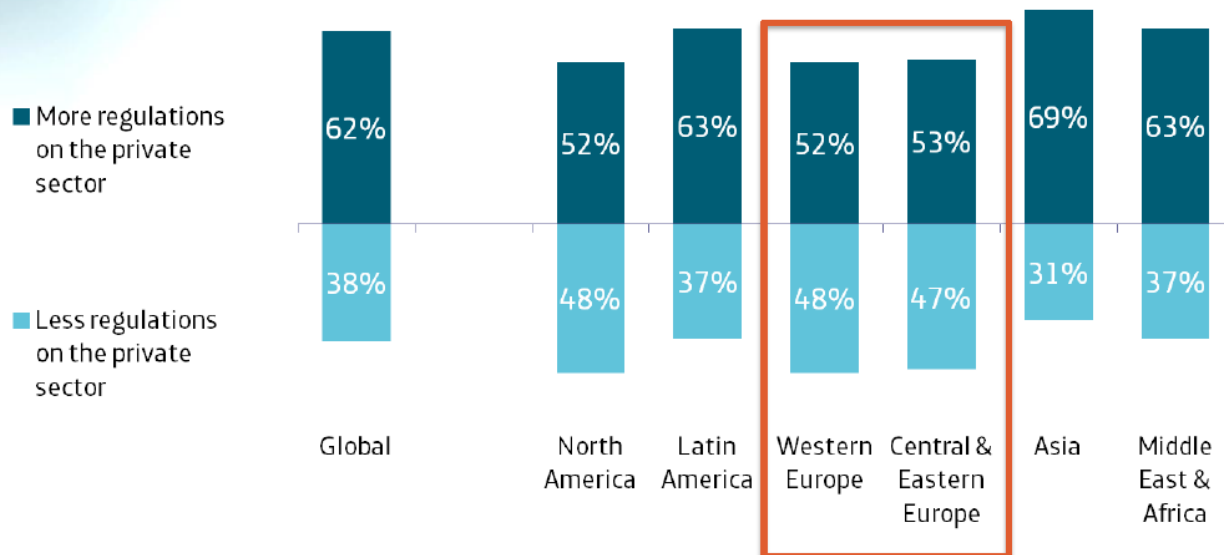
Few European Millennials Believe The Economy Is Headed In Right Direction



... but higher expectations

Yet, European Millennials Are Split On Whether Regulations Will Drive Economic Growth

The best way to drive economic growth in my country is through...



2 - Societal challenges impact the public administration - globalisation



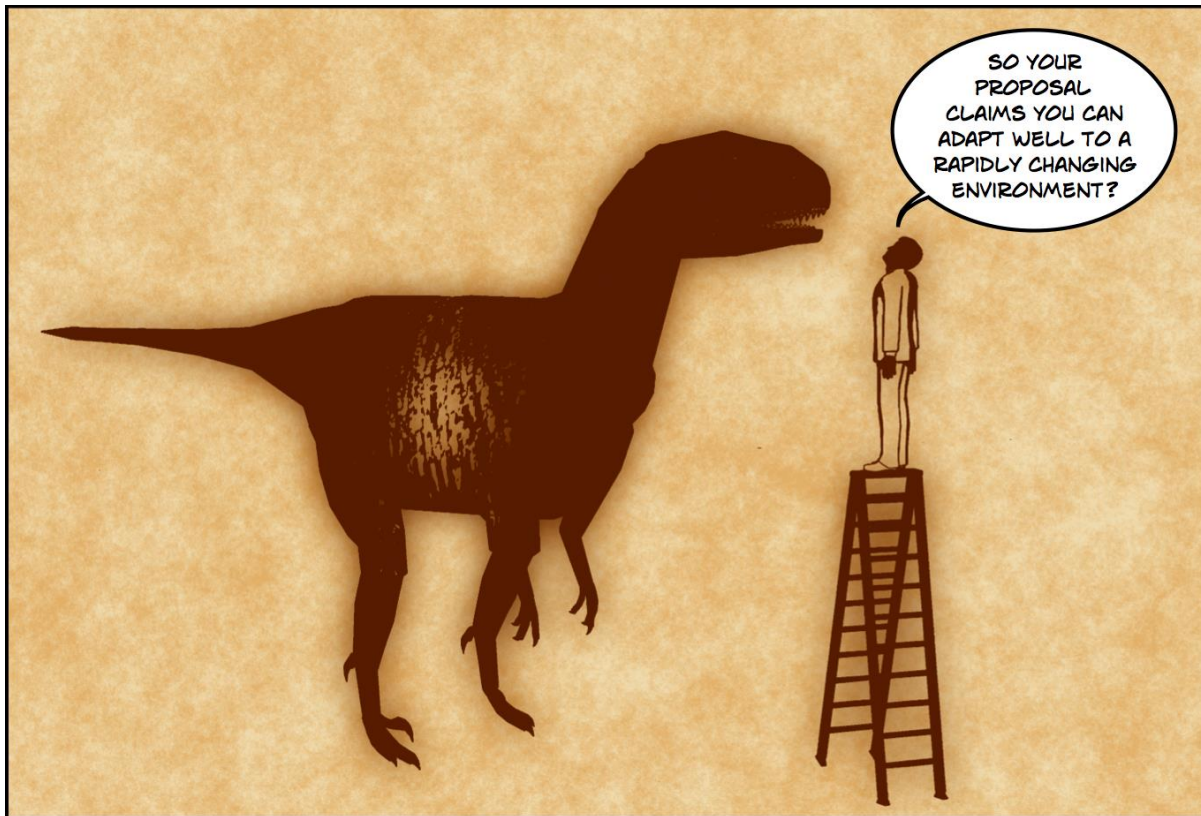
Societal challenges impact the public administration – public / private





European
Commission

Societal challenges impact the public administration – optimisation / agility

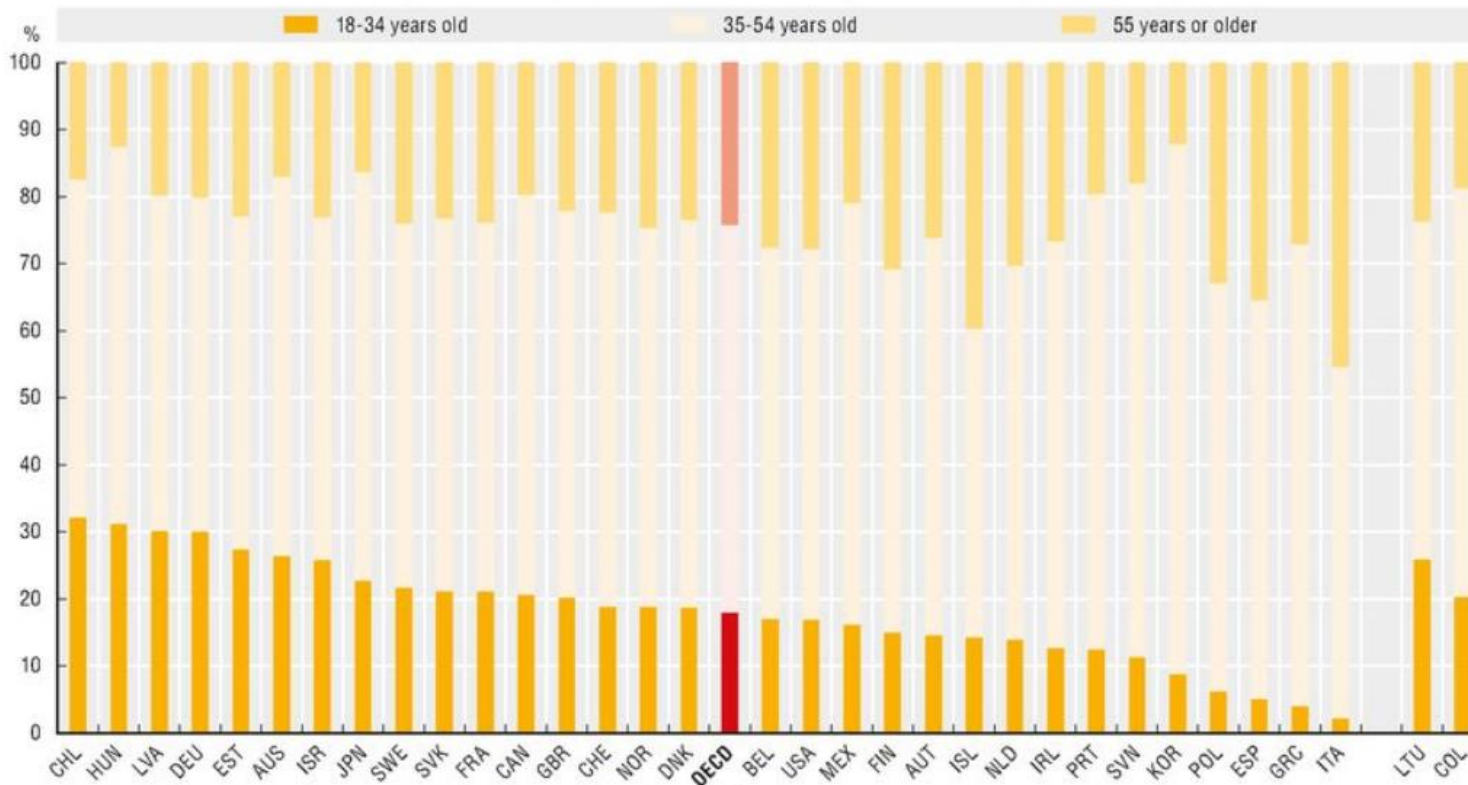




European
Commission

Societal challenges impact the public administration – aging

3.5. Share of people employed in the central government by age group, 2015



Source: OECD (2016) Survey on the Composition of the Workforce in Central/Federal Governments.

StatLink <http://dx.doi.org/10.1787/888933532124>



European Commission

Societal challenges impact the public administration – digitalisation

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News

AI will soon replace hundreds of thousands of public sector workers – and that's a good thing

ANDREW HALDENBY

5 FEBRUARY 2017 • 10:00PM

Are we in Danger of Confusing Digital Transformation With Digitization?

Carol Brock - March 23, 2017

CEBIT NEWS

Artificial intelligence is changing the way public administration

The major trends in digitization are increasingly finding their way into local government. For the first time the new presentation "Digital Administration" at CEBIT 2018 gives businesses a showcase for their solutions that allow local authorities to manage their finances with the aid of artificial intelligence.

21 Nov. 2017

Hannover, Germany. Nevertheless, the fact remains that many public administrations in Germany are still operating in an analogue world, and what we find in our town halls and local government offices is a series of stand-alone solutions. Many towns and municipalities have only the rudiments of a comprehensive digital strategy. All this costs businesses and private citizens time and resources. This is why the digital industry association Bitkom is calling for a program known as "Digital Administration 2025". The aim is to offer all government services at the



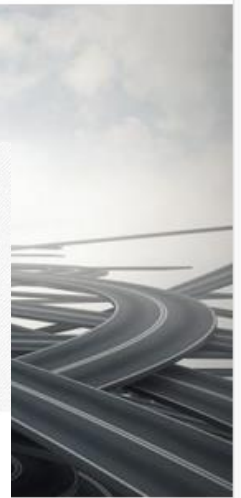
Public-sector digitization: The trillion-dollar challenge

By Cem Dilmegani, Bengi Korkmaz, and Martin Lundqvist



The full benefits of digitization could be huge, but to realize them, governments need to tackle the factors that make many e-government efforts fall short of their promise.

MOST POPULAR for some time now. defined with their 1. An executive under-achievement AI

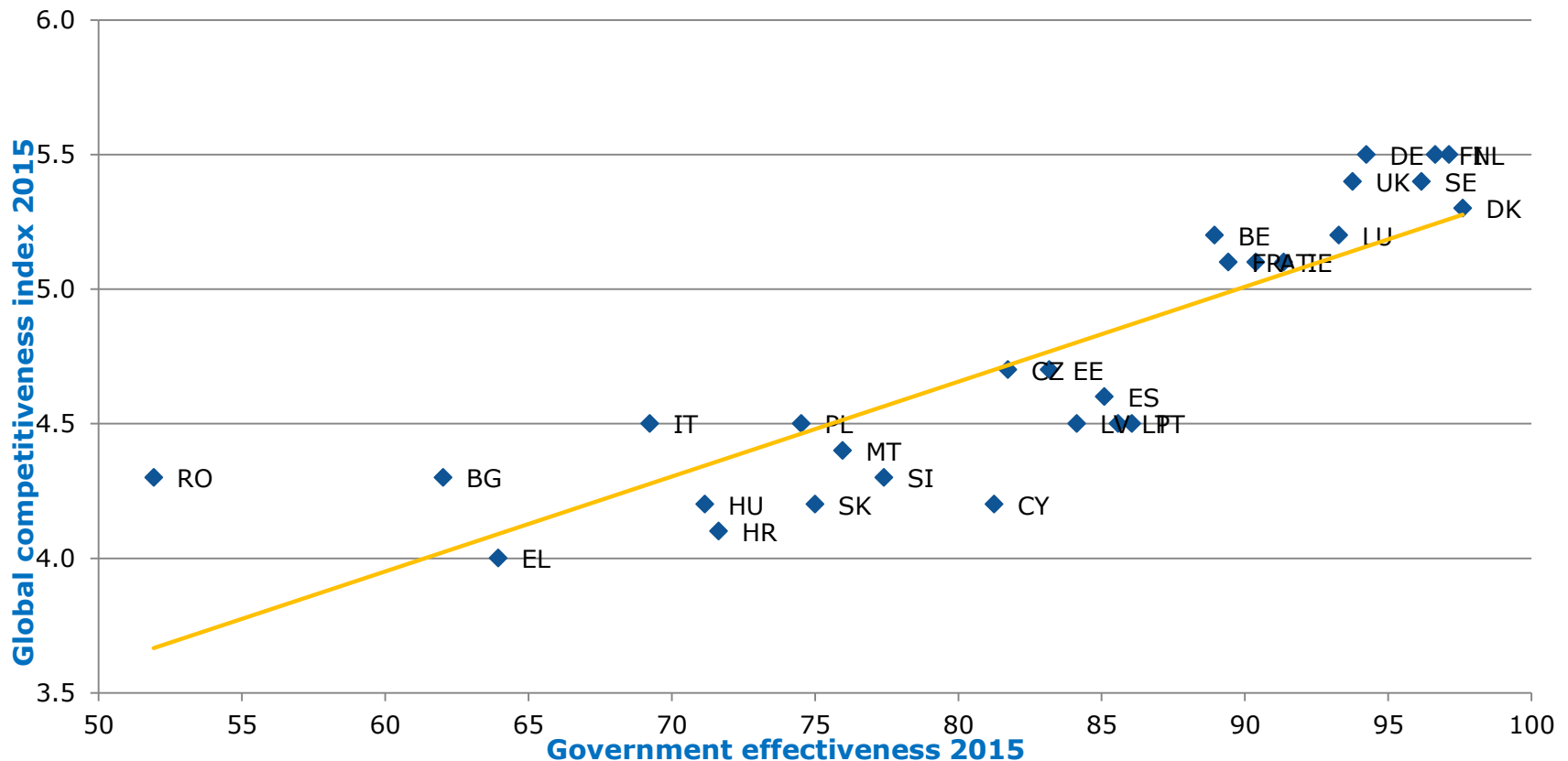


Reform fatigue?



IV. WHY/ HOW WE DO IT ?!

Economic impact of government effectiveness



Government effectiveness captures perceptions of the quality of the public service, its degree of independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies. Source: World Bank, Worldwide Governance Indicators.



Quality of Public Administration

A Toolbox for Practitioners
2017 edition

ABRIDGED VERSION



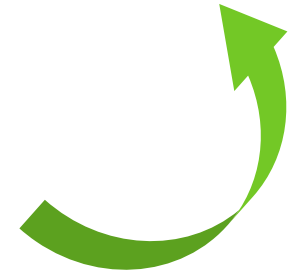
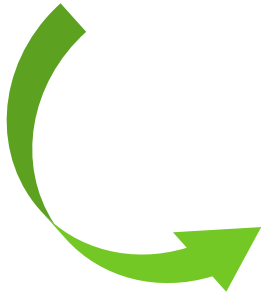
Quality and reforms

<http://ec.europa.eu/esf/toolbox>

Toolbox = Silo Buster



felicitari.alege.net



... process

... inter-service collaboration

DIGIT	REGIO	SG	NEAR	ECFIN
SG	EMPL	RTD	HOME	JUST
GROW	SANCO	TAXUD	CNECT	HR



... academic

Hertie School
of Governance



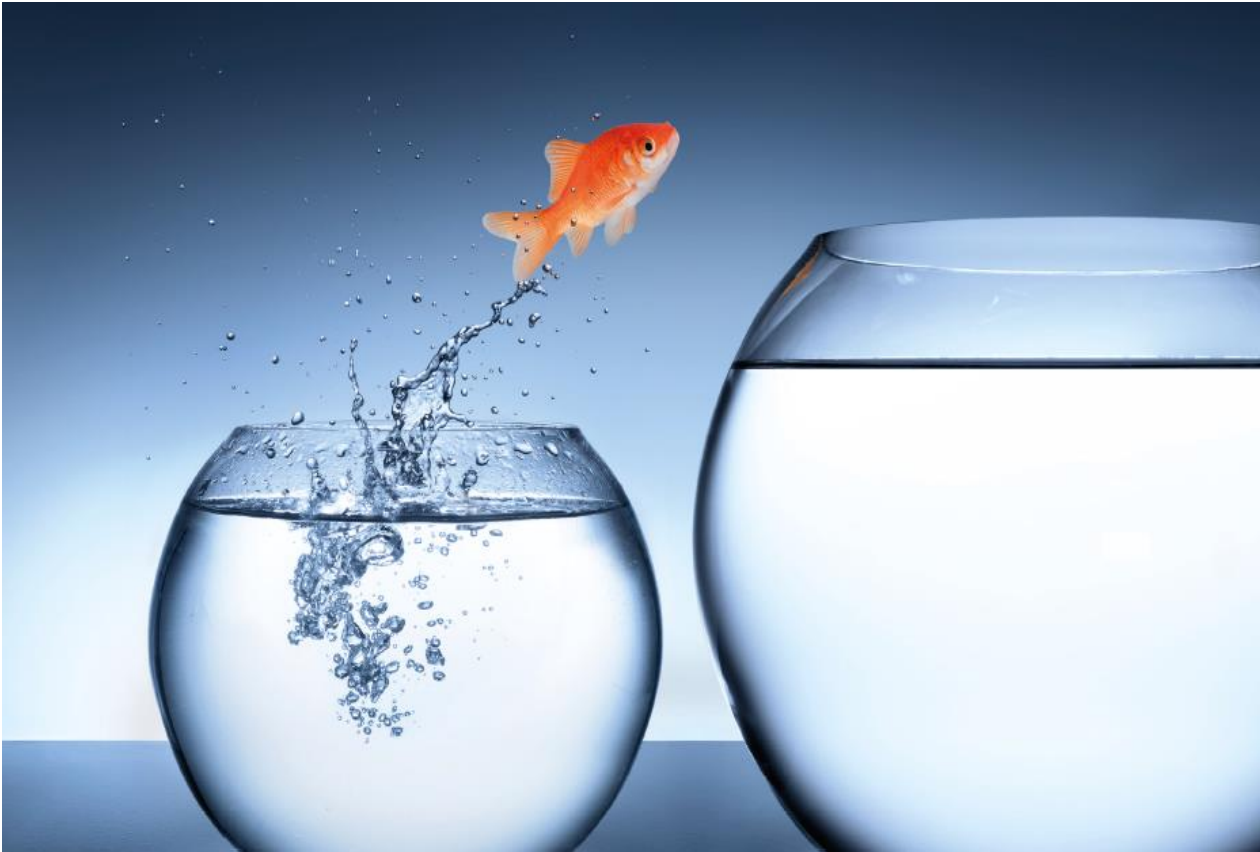
... international organisations



... member states



Quality and reforms



Quality and reforms

- **RESULTS** in public administration does not mean outputs and disbursement
- Results are real improvements (innovation => outcomes) for citizens/business
- Achieving this might require a culture change – the Toolbox might be helpful

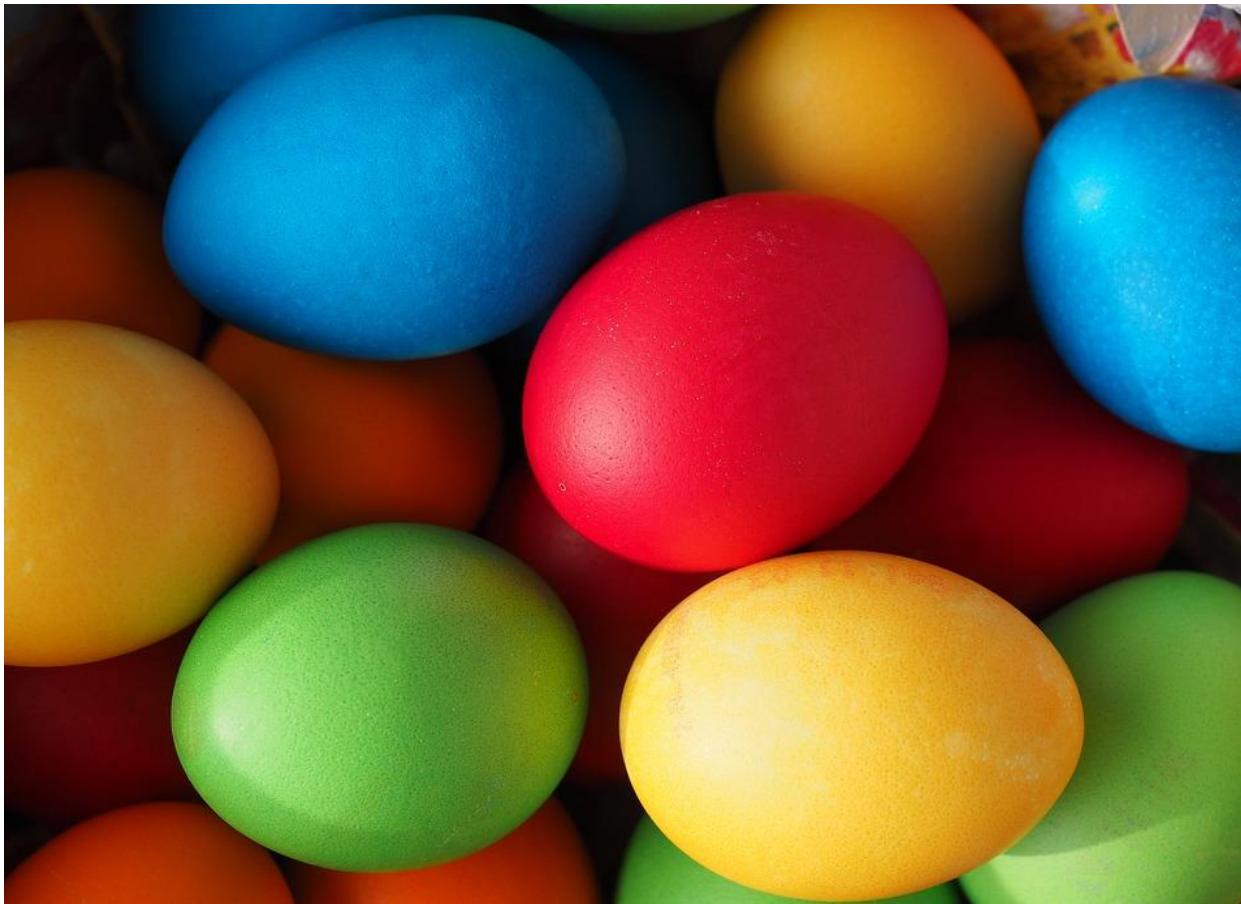
Principles & values

“The most important thing to remember is that you are working for the public ...”, Shared Values for Civil Servants, Sweden

An amalgam of European principles & values

Legality	Efficiency
Integrity	Effectiveness
Impartiality	Sustainability
Openness	Vision
Inclusiveness	Reflection
User-centricity	Innovation
Responsiveness	Accountability
Connectivity	

Context matters, yet be realistic



Human capital in public administration

**Clients do not come first.
Employees come first. If you take care
of your employees, they will take care of
the clients.**

- Richard Branson -

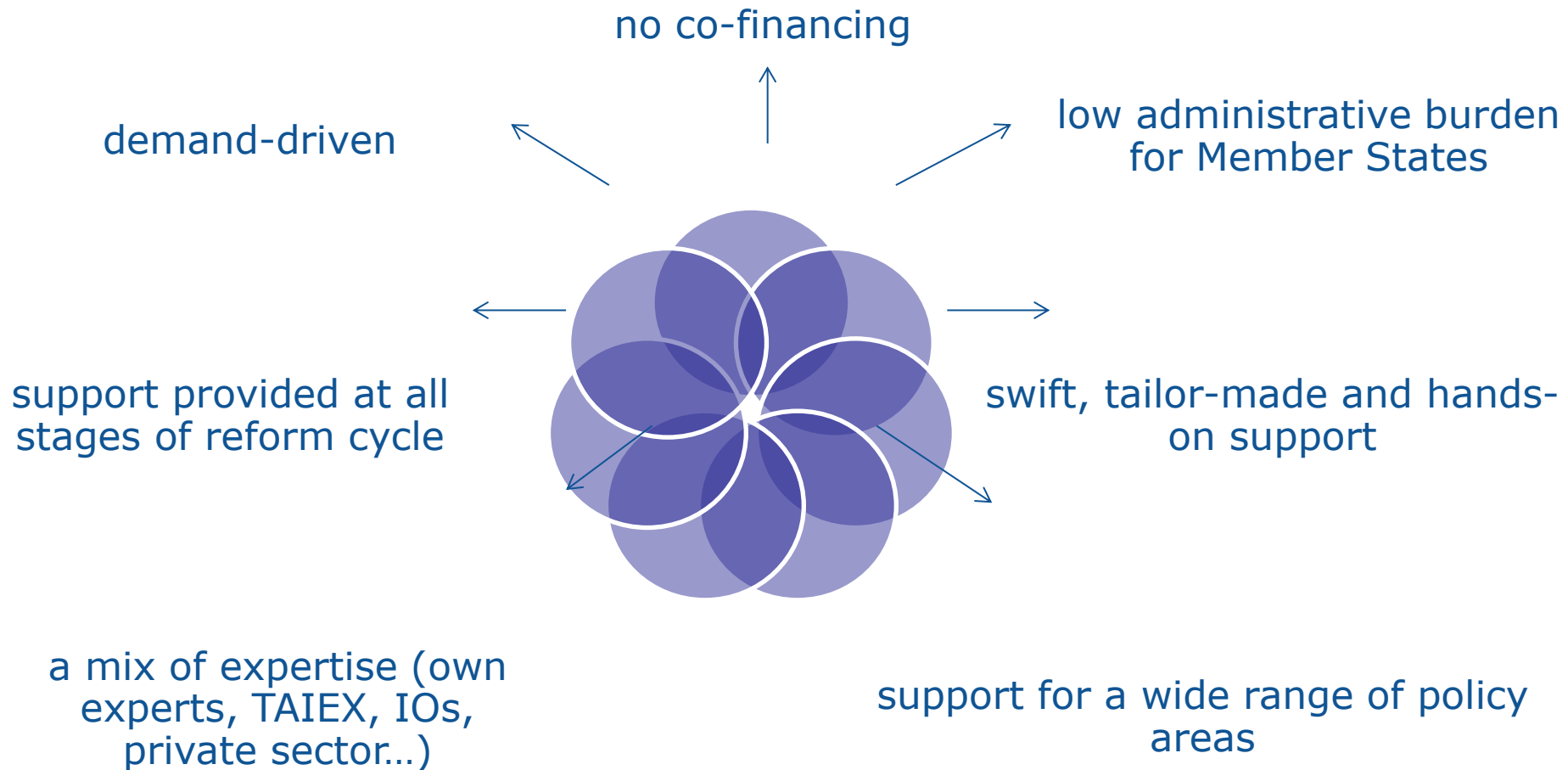
Quality and reforms

- Know what we do, why we are doing it, and how we do it
- Develop good and strong public sector leadership
- Strengthen modern human resources (HR) policy and management
- Integrate quality management and continuous improvement into the culture of public administration

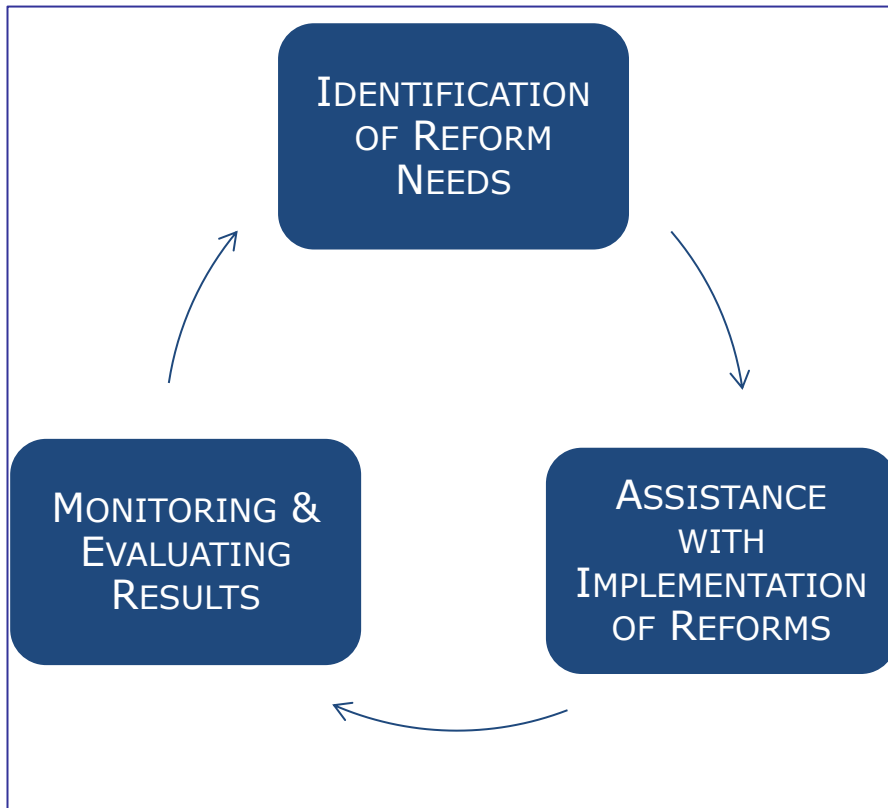
IV - Structural Reform Support Service

- Established in 2015 to provide support for structural reforms
- Focus on implementation
- Support on the ground - tailor-made, covering all reform stages and challenges
- Provided only upon request from a Member *State*

Structural Reform Support Programme



Reform Process Cycle



SRSS engages with Member States throughout the different stages of the reform process, ensuring support is available where it is most needed.

Types of technical support



SRSS works with :

**Experts from MS
administrations;**

International organisations;

**Private firms, including
consultancy;**

Individual experts;

in-house Commission expertise.

Topics and examples of projects

GOVERNANCE AND BETTER POLICY MAKING AT STATE LEVEL

Inter-ministerial
coordination
structure

Codification and
planning of laws

Supervision of
reform
implementation

HUMAN RESOURCES

Selection of top
managers

Promoting internal
mobility

Performance
assessment

Strategic workforce
planning

Change
management

EFFICIENCY OF THE PUBLIC ADMINISTRATION AND SERVICE DELIVERY

Life events & customer
journey mapping

Administrative
simplification

Functional reviews

Management of EU
funds

Internal control
system(s)

TRANSPARENCY, ANTI- CORRUPTION & ANTI MONEY- LAUNDERING

Anti-corruption

Anti money-
laundering

Ethics

Procurement

JUDICIAL SYSTEMS

Efficiency of
judicial systems

Quality of judicial
systems

Independance of
the judicial system

e-GOVERNMENT

Design and
implementation of
e-Governance

Development of IT
strategy and action
plan

Development of IT
project
specifications

V - Future role of the Commission?

- Provide technical and financial support
- Facilitate mutual learning between MS and between practitioners and academia?
- Networks for transfer of practices?
- "Policy" dialogue?