



“Enhancing administrative capacity”

Urmo Merila
Head of Foreign Assistance Implementing Department

Ministry of Finance

12.11.2014

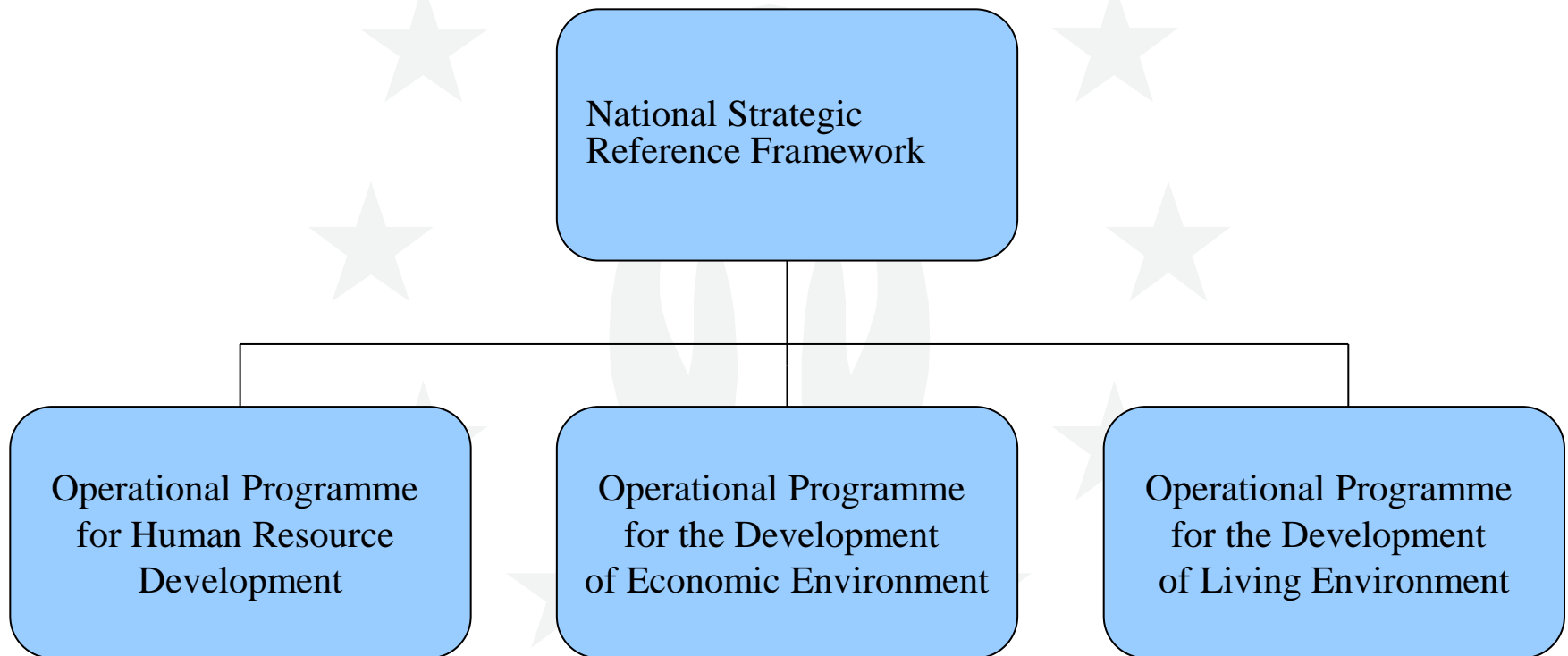


Content

- 2007-2013 period
- Best practices
- Planning for the 2014+
- 2014+ activities



2007-2013 OPs





Human resource development

Priority axis 1
Lifelong learning

Priority axis 2
Developing the human resource for R&D

Priority axis 3
Good-quality and long working life

Priority axis 4
Knowledge and skills for innovative entrepreneurship

Priority axis 5
Enhancing administrative capacity

Priority axis 6
Horizontal technical assistance

Priority axis 7
Technical assistance

Development of the Living Environment

Priority axis 1
Development of water and waste management infrastructure

Priority axis 2
Development of infrastructures and support systems for sustainable use of the environment

Priority axis 3
Development of energy sector

Priority axis 4
Integral and balanced development of regions

Priority axis 5
Development of education infrastructure

Priority axis 6
Development of health and welfare infrastructure

Priority axis 7
Technical assistance

Development of Economic Environment

Priority axis 1
Innovation and growth capacity of enterprises

Priority axis 2
Improving the competitiveness of Estonian R&D through the research programmes and modernisation of higher education and R&D institutions

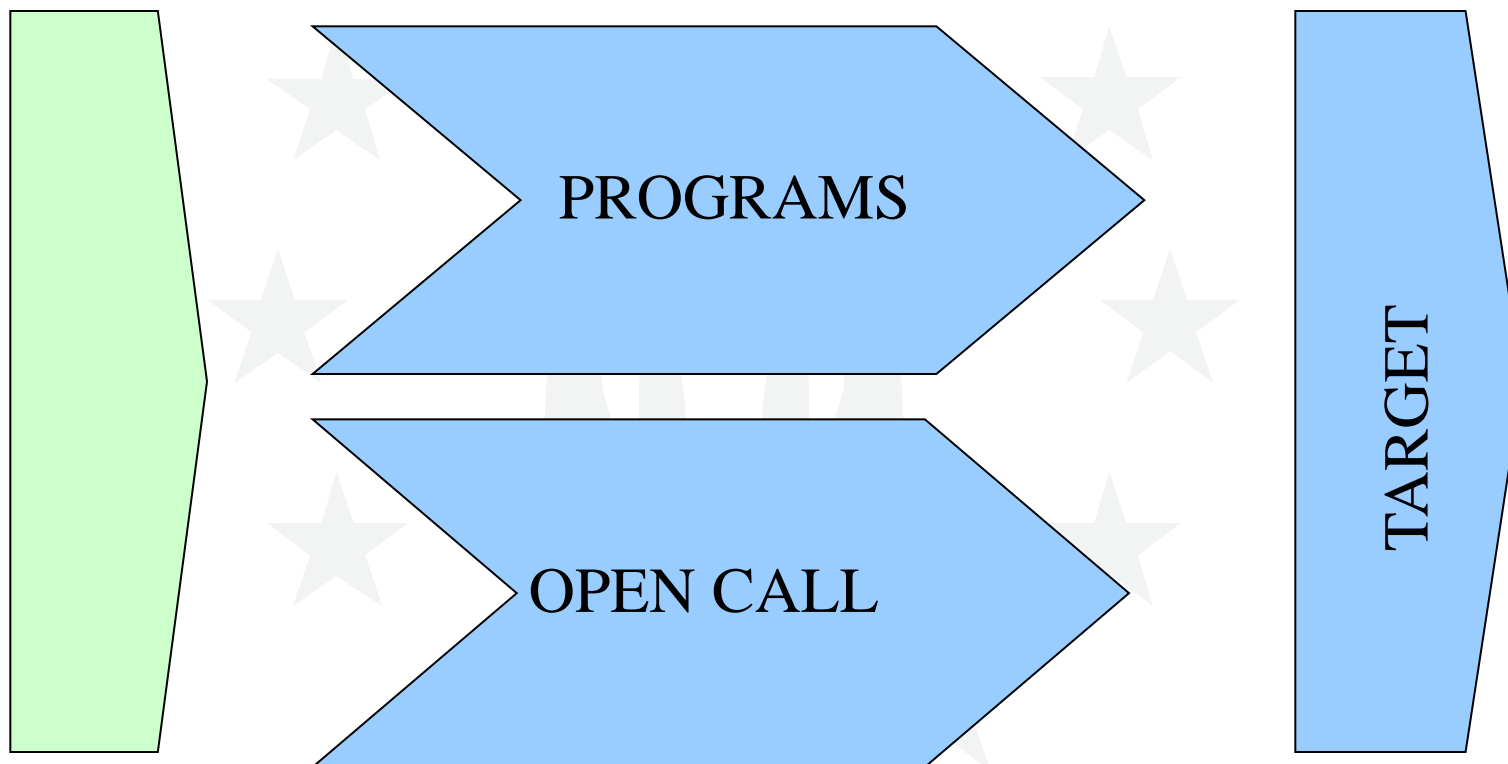
Priority axis 3
Transport investments of strategic importance (CF)

Priority axis 4
Development of regional transport infrastructure (ERDF)

Priority axis 5
Development of information society

Priority axis 6
Technical assistance

Implementing mechanism



Funding

Programming period (2007-2013)

- 21,5 mln euros
- Co-funding ~ 12 %
- Annually 3,5 mln euros





Increasing strategic planning and management capacity (1)

- Developing administrative structures (methodologies and guidelines)
- Separate administrative capacity building programme for social partners
- Support for carrying out monitoring, evaluation of policy measures and impact analyses
- Support to universities and research institutions to carry out studies and analyses in priority areas





Submeasure 1.5.1: Increasing public sector and NGOs strategic planning capacity

Improvement of the system for government work planning and analysis (programme - GovOffice)	Program 31.07.2014
Improvement of the system for strategic planning (programme - MoF)	Program (closed)
Shared services development (programme - MoF)	Program (closed)
Improvement of NGOs financing system	Program (closed)
Promotion of environmental management in the public sector (programme - Min of Envir)	Program (closed)
Employers' associations capacity building (programme)	Program (closed)
Trade unions capacity development (programme)	Program (closed)
Preparation of disability insurance system	Program (closed)
Strategic organisational development (open call for applications)	Open call (closed)
Cross-sectoral studies in priority fields of the Government (open call for applications)	Open call (closed)
Non-governmental analytical capacity building (open call for applications)	Open call (closed)
OECD public governance review (programme - GovOffice)	Program (closed)
Development of public services with ICT (MoEA)	Program 31.05.2015
Development of Local Governments	Program 31.03.2015

Better law and legislation (2)

Increased professionalism in PS (3)

- Increasing management capacity of state and local government authorities through training and development
- Acquiring comparative professional knowledge in other countries with the support of a special grant programme
- NGO-s, social partners trained to participate in knowledge-based policy formation processes, improved social dialogue.





Submeasure 1.5.2: Better law and legislation	
Better law and legislation	Program 30.09.2014
Submeasure 1.5.3: Public sector and NGOs employees training and development	
Central training (MoF)	Program 31.05.2015
Development of top civil servants (Gov.Office)	Program 31.05.2015
Development of organisations	closed
Internship program	closed
Submeasure 1.5.4: Development of public sector training system	
Development of public sector training system	program
Submeasure 1.5.5: Support structures	
Support structures for NGOs in 15 counties (programme - Min of Interior)	Program (2nd level IB EAS) 31.08.2015



Financial progress

- Commitments 98,8%.
- Payments 17.11.2014. a 86,8%.



Indicators

Indicator	2014	Target 2014	%
Output: Number of financed studies and analyses	64	30	213%
Result: Number of simplified and codified legal fields	4	3	133%
Output: Number of participants who participated in the training	20 583	11900	173%
Result: Number of NGOs (incl. social partners) employees trained.	8 980	2100	428%
Impact: Effectiveness of work in the government sector (IMD)	5,87	6	98%
Result: Number of organisations that have changed their management systems or procedures	17:3	10:3	170%:100%

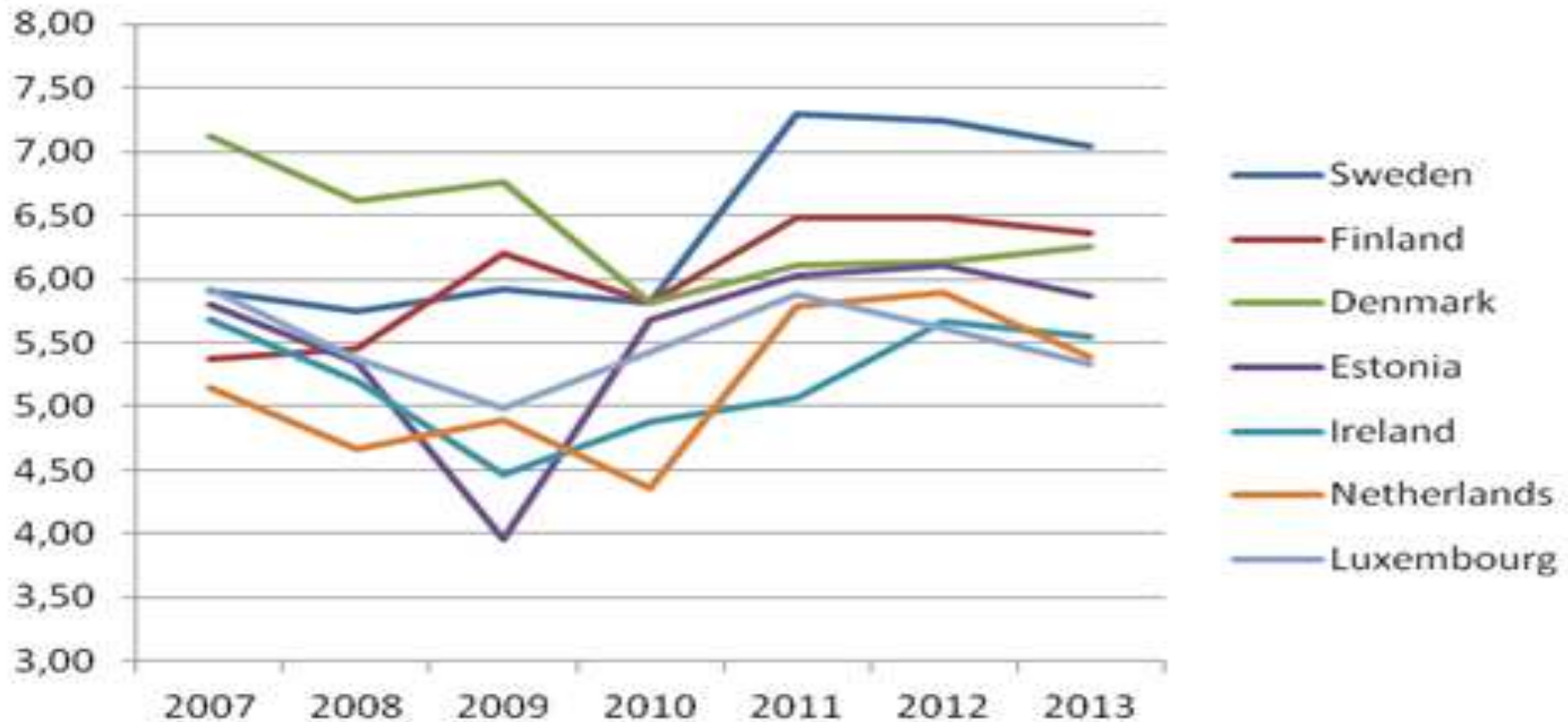
Indicators

Indicator	2014	Target 2014	%
Result: Number of NGOs per year who have received advice	1278	1500	85%
Result: Personnel turnover	11,70% (2012)	10%	117%
Result: Number of developed training programs	56	12	467%



Impact indicator (IMD) TOP 8

- 1) Public finances
- 2) legal and regulatory framework
- 3) adaptability of government policy,
- 4) government decisions,
- 5) Transparency
- 6) bureaucracy
- 7) corruption





2007-2013 examples (project examples)

- The creation and implementation of the model of Joint Office for the Local authorities in Lääne County
 - Aim is to provide accessible and high-quality public service in Lääne County, keeping in mind improving quality and reduce of costs, integrating services.
- Development of waste cooperation in the Union of Harju County Municipalities
 - The overall objective is the development of municipal waste management in the area and thus a better quality of service assurance. Organized in cooperation with local governments on waste management organization provides the opportunity for quality monitoring and provides legal acts in the field of performing the obligations. By working together, freed resources can be directed to municipalities by other laws for the tasks to improve performance.



2007-2013 examples (project examples)

- The development of volunteer-based support service in sparse (hajaasustus) populated area
 - This is a pilot project which aims to extend the networking and work to ensure the quality of public services through innovative solutions, design and implementation. This pilot project meets its goals, while ensuring that aid reaches faster to the needy, and by that saving lives. The project objective is to avoid the worst consequences of accidents which often end in death of human casualty due to late detection and notification. This is a pilot project which will want to install and evaluate the response of volunteers GSM- surveillance systems.
- Better public services - analysis of public sector performance
 - Quality of public services, efficiency, and sustainability awareness and the level of harmonization at all levels of government.



2014+ emphasis will be on changes:

- Knowledge based and inclusive policy development
- Improved administrative capacity at national, regional, and local level
- Improved quality and accessibility of public services



Drafting new period

Fun d	Objective	Budg et	Parties involved
ESF	Policy development is more holistic, inclusive and knowledge-based	8,6 mln EUR	Government Office; Finance; Justice; Social Partners
ESF	People's professional and occupational competence, management and cooperation capacity and institutional capacity have increased	25 mln EUR	Finance; Interior
ERF	Public services are provided accessibly, uniformly and in a user-centred and smart manner	98,6 mln EUR	Ministry of Economics and Communications



Specific objective	1. Increased management and cooperation capacity (institutional capacity) and professional capability
Results with regard to a reference situation	<p><u>Reference situation:</u></p> <ul style="list-style-type: none"> • Need for better skilled officials and partners • Room for process optimization <p><u>Expected results</u></p> <ul style="list-style-type: none"> • Better qualified officials, including middle and top management.
Result indicators	<ul style="list-style-type: none"> • IMD. Government decisions, bureaucracy
Actions to be supported	<ul style="list-style-type: none"> • Increasing capacity through development of human resource and improvement of institutional performance • Increasing administrative and development capacity of local and regional level administration



Specific objective	1. Increased management and cooperation capacity (institutional capacity) and professional capability Capacity building (human resource)
Activities	<ol style="list-style-type: none"> a) Designing and implementing training and development programs (trainings + e-training solutions, coaching, internship, cross-border cooperation); b) Analyses and research concerning personal management; c) Development of Local Government top managers and employees strategic development skills; d) Increasing the knowledge of delivering services at local and regional level; e) Development of top civil servants; f) Potential future leaders program; g) Projects of development recruitment of top civil servants
Outcome	<ul style="list-style-type: none"> • Total number of participants • Number of training hours



Specific objective	1. Increased management and cooperation capacity (institutional capacity) and professional capability
Activities	<ul style="list-style-type: none">a) Quality management systems (incl state level); Human resource development systems; integrated management systems; cooperation projects;b) Development of institutions structures and processes incl shared service centralisation;c) Analyses and researches of public administration (problems, solutions, consultation, state agencies regional locations and arrangement, merge of the organisations, networks;d) Guidelines for changing structures and processes;e) Enhancement of the central shared service centre (central training and development institution)
Outcome	Number of organisations changed their structure or processes



Specific objective

2. Policy planning process is coherent, inclusive and knowledge-based

Results with regard to a reference situation

Reference situation:

- Policy development is scattered
- Lack of evidence base and involvement in policy making
- Little cooperation

Expected results:

- Evidence based policies developed in cooperation

Result indicators

- IMD. Government decisions, bureaucracy

Actions to be supported

- Implementing impact analysis and policy analysis and increasing non-profit sector participation capacity
- Initiating the activities of task forces and expert groups
- Enhancing strategic and financial management

Specific objective

3. Public services are accessible, coherent, user-oriented and smart

Results with regard to a reference situation

Reference situation:

- The quality and accessibility of services varies across the country
- Scattered provision of (local) services, little cooperation in providing (local) services

Expected results:

- Quality services are accessible across the country, due to IT solutions and better coordination between service providers
- Increasing efficiency of local governments in provision of services

Result indicators

- % of population using e-service solutions
- Satisfaction with e-services
- Satisfaction with provision of services offered on local level

Actions to be supported

- Increasing the quality and accessibility of public services, decreasing administrative burden and developing citizen-oriented solutions with maximum use of ICT opportunities
- Developing the attractiveness of and regional services in the centres of functional regions and improving the access of the residents of hinterland to regional services
 - a) investments in public space, mobility and recreational facilities in the centres;
 - b) investments in public transit, access roads and light traffic infrastructure in the hinterland.



Questions?

Ministry of Finance

www.avalikteenistus.ee/haldusmeede

urmo.merila@fin.ee