

European Institute of Public Administration - Institut européen d'administration publique



High-Level Public Administration Conference

For a Business-Friendly Public Administration

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Prof. Dr Marga PRÖHL, Director-General, EIPA

Two major questions regarding strategic management in the public sector

- 1. How to strengthen the capacity of each individual public organisation in order to continuously improve its performance?**
- 2. How to strengthen the capacity of public organisations to develop innovation?**

1. Strategic management for performance improvement

- **Strategic management is not a blueprint: it has to fit the situation of the individual organisation**
- **Therefore, it has to be based on an honest analysis of strengths and weaknesses**
- **The analysis should review the most important aspects of the performance of the organisation**
- **Such diagnosis enables the public organisation to focus its improvement process on the strategically required priorities**

Total Quality Management

- Needs and expectations are at the centre (*customer satisfaction – also satisfaction of enterprises*)
- Quality management means increasing efficiency and effectiveness of the organisation

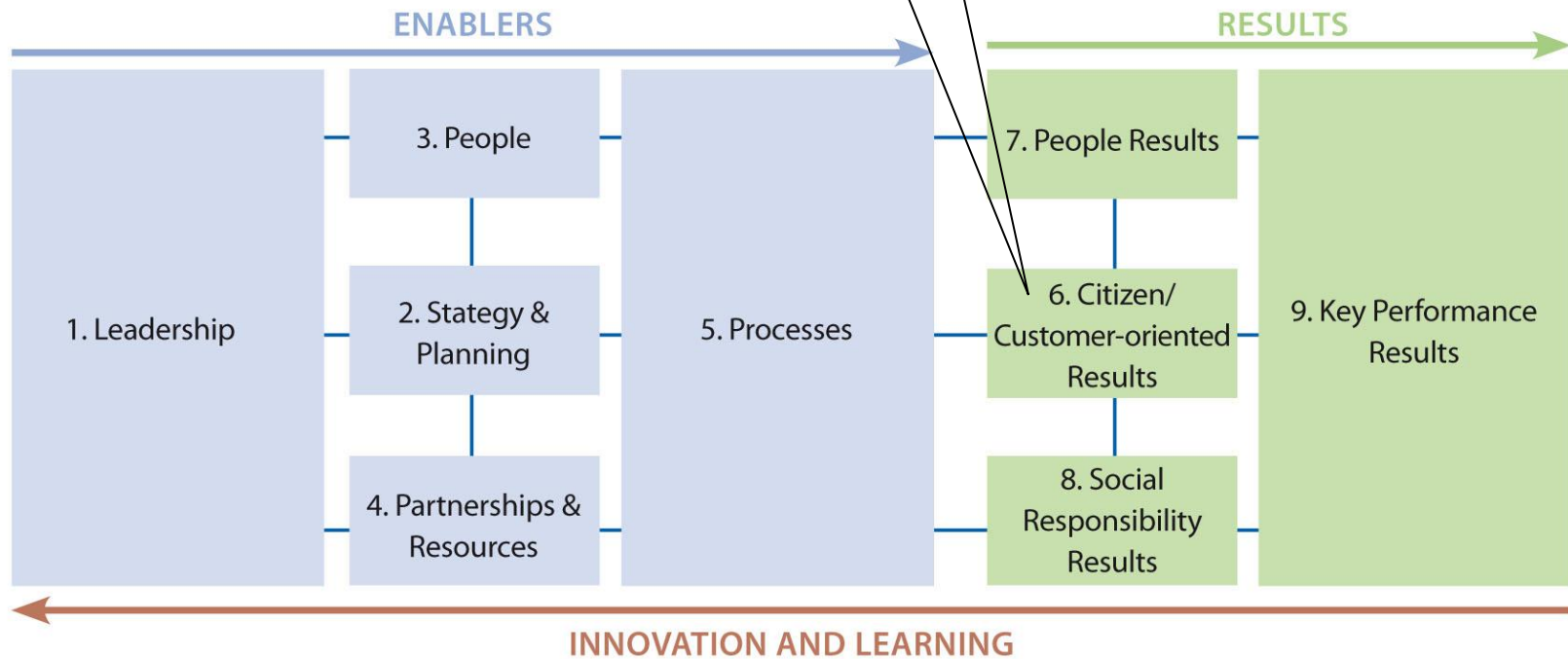


- EFQM, Common Assessment Framework (CAF)
- Leads to continuous improvement processes

The CAF Model

Business-oriented results/
Business-friendliness

The CAF Model



Situation September 2013: 2823 registered users in 48 countries and the EU institutions

Italy 437	Czech Republic 73	<i>EU Institutions and EC 12</i>
Poland 324	Slovakia 55	Bulgaria 11
Belgium 316	Greece 51	Latvia, <i>Turkey</i> 8
Germany 269	Romania 49	NL, UK 7
Denmark 248	Spain 47	<i>Ireland, FYROM</i> 6
Portugal 146	<i>Switzerland</i> 26	Iceland, Sweden, Croatia 5
Finland 118	France 25	<i>Russia</i> 4
Hungary 106	Lithuania 24	Malta 3
Austria 94	Cyprus 19	Montenegro 2
<i>Dominican Republic</i> 87	Estonia 18	<i>China, Namibia, Ecuador, Tunisia</i> 2
<i>Norway</i> 85	<i>Bosnia-Herzegovina</i> 18	<i>Kosovo, Serbia, Morocco , Peru</i> 1
Slovenia 70	Luxembourg 13	<i>Brazil, Chile, Ivory Coast, South Africa</i> 1

Policy recommendations:

- **To promote the use of CAF at European and national level, to enhance administrative capacity of public sector organisations in Europe.**
- **To support organisations in the use of CAF by utilising the national contact points.**
- **To translate CAF brochures into the national language to enable easy access (already available: Spanish, Dutch, Norwegian, Polish, Slovakian, FYROM, Albanian).**

2. Strengthening innovation in public administration

- **Permanent improvement of performance does not necessarily lead to innovation**
- **Budgetary constraints have increased the need for innovative solutions, in order to achieve higher quality services at a lower cost**
- **Public administrations therefore need to build capacity to innovate**
- **And to limit barriers to innovation, i.e. lack of willingness to work on new solutions, stove pipe thinking, lack of cooperation, taking calculated risks**

New solutions necessary

- **New ways of designing services and solutions are required**
- **Cooperation with other public organisations, with citizens and business are often the key to innovation**
- **Innovative solutions are already developing (www.epsa2013.eu)**
- **But not systematically and not in sufficient numbers**
- **Therefore, policies that support innovation in public sector are needed in all EU MS**

EC Expert Group on public sector innovation

- **Will in November 2013 publish recommendations on strengthening innovation in the public sector**
- **Among the recommendations:**
 - **encourage EU institutions and EU MS to initiate public sector innovation movement**
 - **help public organisations to get access to knowledge on tools and methods that support development of innovative solutions (technical assistance/ toolbox)**
 - **establish a EU citizens' scoreboard of public services (also useful for enterprises)**



Thank you for your attention

Marga Pröhl
m.proehl@eipa.eu

www.eipa.eu