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What have we learned about administrative capacity-building in EU Cohesion Policy?

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Three questions

Does quality of government influence the implementation of Cohesion Policy?

Which factors make a difference to implementation?

What kinds of administrative capacity-building work?

Influences on the implementation of Cohesion Policy

- ☑ regionalisation
- ☑ scale of funding
- ☑ impact of crisis
- ☑ eligibility status
- ☑ experience of ESIF
- ☑ quality of government

Influences on the implementation of Cohesion Policy

- ✓ regionalisation
- ✓ scale of funding
- ✓ impact of crisis
- ✓ eligibility status
- ✓ experience of ESIF
- ✓ quality of government

Do they affect:



spending?

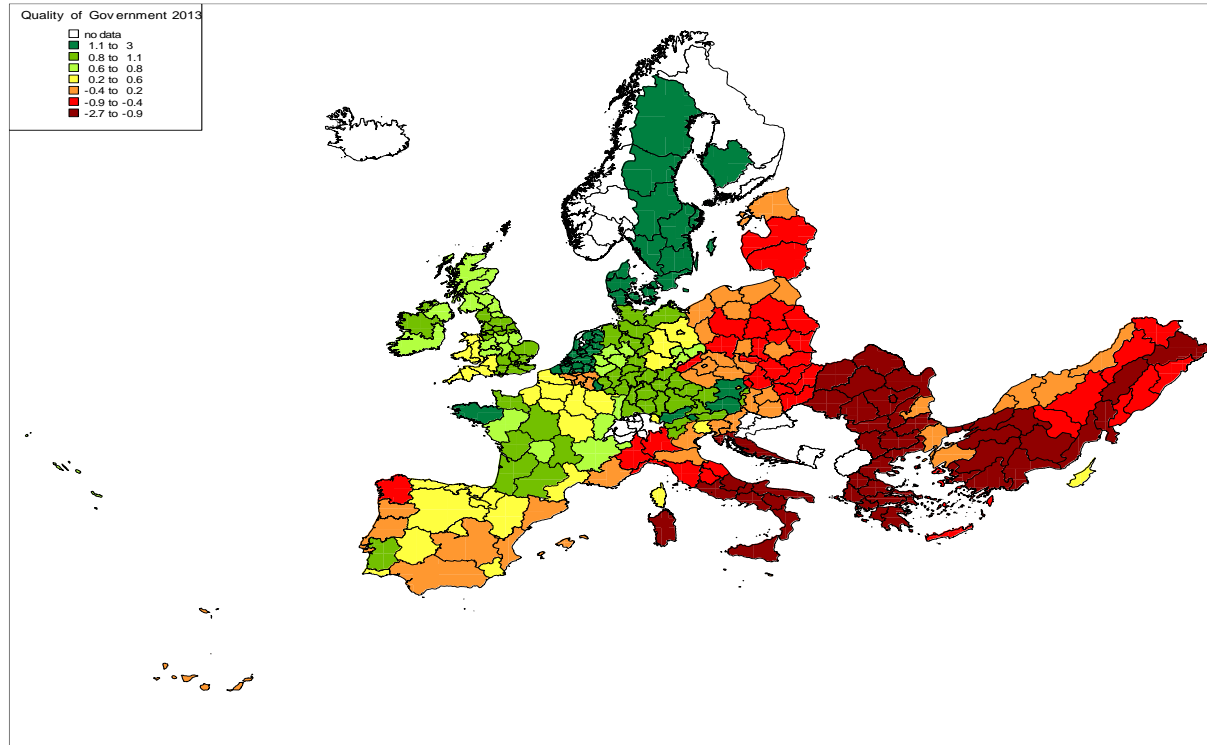


regularity?



achievements?

Quality of government is a **significant predictor** of the administrative performance of Cohesion Policy



The better the quality of government.....



the higher the **spending rate**



the lower the **error rate**



the higher the reported **achievements**

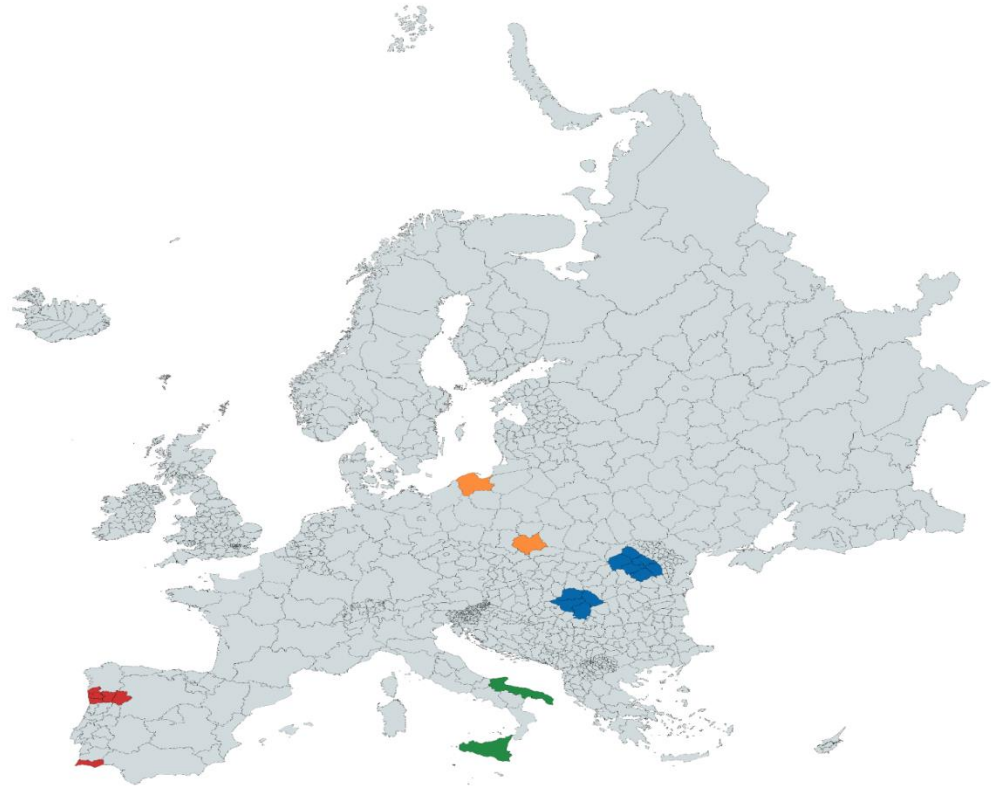
Which administrative factors make a difference to implementation?

Internal factors

- leadership
- human resources
- organisational structures
- resources, ICT
- systems & tools

External factors

- quality of public administration
- regulatory quality
- cooperation and coordination
- political influence
- economic influence
- beneficiaries' capacity



Which administrative factors make a difference to implementation?



Variation in influence of factors across the EU

	Overall	EU 15	EU 13	Less dev	More dev
Leadership quality within the organisation	4,07	4,41	3,79	3,82	4,53
Cooperation and coordination with key external partners	3,98	4,19	3,83	3,75	4,37
Human resources available to the organisation	3,63	3,85	3,46	3,54	3,63
Organisational structures	3,39	3,54	3,29	3,43	3,61
ICT resources available to manage programmes	3,39	3,63	3,20	3,32	3,68
Management systems for tracking performance	3,37	3,37	3,38	3,36	3,42
Quality of consultants and sub-contractors delivering tasks	3,33	3,62	3,11	3,11	3,61
Overall economic environment	3,10	3,04	3,14	3,04	3,33
Final beneficiaries capacity to prepare and deliver projects	3,07	3,15	3,00	2,71	3,67
Overall quality of the national public administration	2,97	3,38	2,66	2,71	3,67
Quality of the regulatory regime in specific sectors	2,76	2,83	2,71	2,52	3,25
Political influence on decision making	2,70	3,04	2,42	2,31	3,18

Leadership:

stability and experience, goal setting and motivation, feedback

Leadership attributes

- stability (low turnover) of management team
- clear goals and task division
- staff promotion system
- feedback and reflection
- stimuli for learning and performance

- policy brokerage / entrepreneurship
- external knowledge exchange

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Associated with:

- better quality of programmes
- better quality of systems (esp. monitoring & evaluation)
- higher staff morale / motivation
- greater adaptive and networking capacity

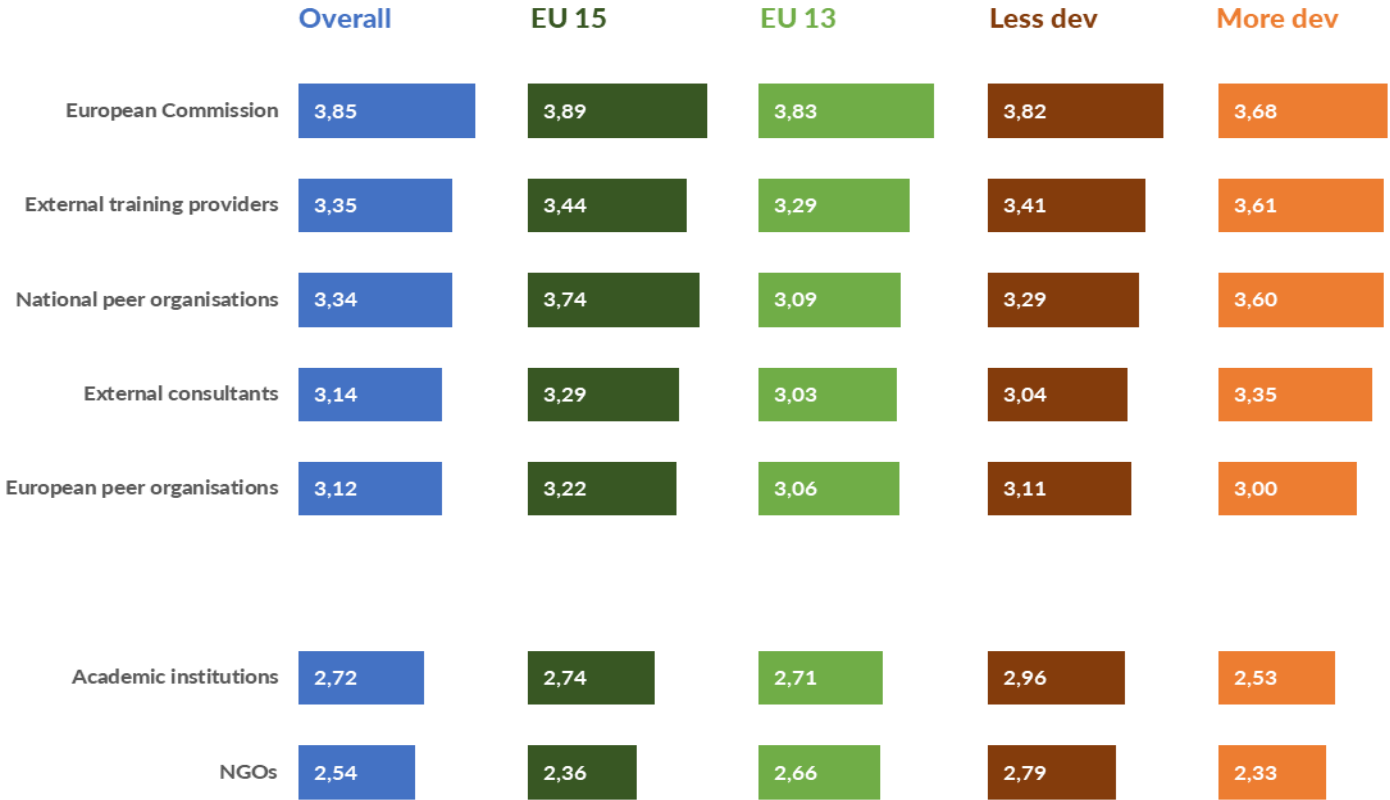
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	Overall	EU 15	EU 13	Less dev	More dev
Leadership – clear management responsibility for ACB	4,38	4,23	4,47	4,42	4,18
Resources for capacity-building	4,36	4,35	4,37	4,43	4,26
Implementation – well-planned and managed ACB process	4,27	4,27	4,27	4,26	4,18
Team involvement - all staff involved in ACB process	4,16	4,27	4,09	4,30	4,41
Common diagnosis and understanding of the administrative challenges	4,13	4,50	3,86	4,14	4,32
Shared vision of what capacity-building actions need to be done	3,93	4,04	3,85	3,96	4,05
Timing – ACB is available and provided when it is most needed	3,92	3,91	3,93	3,73	3,82
Stakeholder involvement- intermediate bodies, beneficiaries	3,89	4,00	3,81	4,00	3,84
Monitoring and follow-up of ACB outcomes	3,78	3,76	3,79	3,58	3,76
External support	3,33	3,23	3,40	3,29	3,39

What kinds of administrative capacity-building work?

value of external sources



Thank you for your attention!

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