



Slovakia

ESF project "Measuring the efficiency of public administration services, the institutional development of 'one-stop shops' and the integration of customer feedback"

Key facts

SPECIFIC OBJECTIVE OF THE OPERATIONAL PROGRAMME

'Improved systems and optimised processes of PA'

TARGET GROUPS



Citizen and businesses, public administration employees

BENEFICIARY ORGANISATION

Ministry of the Interior of the Slovak Republic

PROJECT DURATION

01/04/2015 – 31/12/2020

COORDINATOR

Matúš Šesták, Director, Analytical and Methodical Unit for Public Administration at the Ministry of the Interior



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PARTNERS

Association of the Heads of Municipal Offices

BUDGET

EUR 8,140,036.21

Project is financed from ESF funds



PROJECT/ORGANISATION WEBSITE



<http://bit.ly/36xaIV3>
<https://www.minv.sk>



<http://bit.ly/37zU9sS>

Activities implemented

PROJECT IN NUMBERS



Supporting a network of 79 OSSs



Persons trained for OSS functions



Improving the services of 15 municipalities



Client satisfaction surveys planned

MAIN PROJECT TASKS



Creating synergies between existing 'one-stop shops' (OSSs) and the services delivered by local self-governments.



Creating a system of management and coordination for the OSS network.



Supporting the creation and monitoring of a network of OSSs operating in all 79 administrative districts of Slovakia.



Delivering training on 'soft' skills for the staff providing services directly at OSSs, as well as specialised seminars for the supervisors of OSSs.



Carrying out eight semi-annual client satisfaction surveys in all 79 administrative areas in Slovakia (using standard questionnaires developed during the project).

Project journey: from conception to delivery

INITIAL STAGE

CONTEXT OF THE PROJECT

When the project began in April 2015, 43 OSSs were already in operation across Slovakia, as a result of investments made during the Efficient, Reliable and Open State Administration (ESO) reform programme. ESO reforms (which continue today) focus on simplifying the provision of services offered to citizens and businesses by the state. With the establishment of first OSSs as a core part of its activities, the ESO programme aimed to improve the delivery of administrative services, by providing a range of these services under one roof.

PURPOSE OF THE PROJECT

The main goal of this ESF-funded project is **the increased efficiency of public administration services**, to be achieved by improving the institutional capacities of public administration, and by integrating feedback from clients. The project comprises five core objectives. The first is to support the completion of Slovakia's OSS network. By the end of the project, 79 OSSs should be operational. The project's second goal is to improve coordination between the administrative services provided by local self-governments, and the services delivered by OSSs. The final three goals of the project are the regular monitoring of the performance of OSSs; regular measurement of client satisfaction with the services delivered by OSSs; and the development of the human resources capacities required for the effective functioning of OSSs.

PROJECT PHASE

MAIN CHALLENGES FACED, AND DIFFICULTIES ENCOUNTERED

The first phase of the project required effective cooperation with municipalities. A round of municipal elections held in November 2018 presented an additional problem from this point of view, due to changes in the personnel elected and appointed at municipal level. Another difficulty was posed by Slovakia's complicated public procurement procedure. This slowed down the acquisition of buildings in which to establish the OSSs. This affected the timeline of the ESF-funded project, which covers the 'soft' costs involved in establishing new OSSs and improving existing one.

KEY DEVELOPMENTS AND EVENTS DURING THE IMPLEMENTATION PROCESS

Step by step, the project team implemented the project's five core activities as scheduled. The most complicated issue – achieving effective cooperation with the municipalities involved – was managed successfully by the team. To achieve this, the team decided to involve the Association of the Heads of Municipal Offices as its main project partner, instead of working directly with mayors/lord-mayors.

KEY RESULTS AND SUCCESS FACTORS

The project is running smoothly and has almost reached its final phase. Most of its core activities have already been implemented, as the project is scheduled to end in December 2020. The network of OSSs is growing (56 OSSs were in operation when preparing this report). The first client satisfaction surveys have also been carried out. The municipalities cooperating with the project team received a set of specific inputs on how to improve their performance. As a result, coordination has improved between the central government and self-governments at a local level. Also, nearly 6,000 employees from state administration bodies are expected to complete specific training on how to deliver administrative services under one roof.

RESULTS, IMPACTS

(EXPECTED) IMPACT ON THE ADMINISTRATIVE SYSTEM IN GENERAL

An extended network of better-functioning OSSs will help to save time and other costs for all stakeholders. The project has also ushered in a new era in relation to public performance management in Slovakia. It is hoped that measuring performance will become standard practice in the country, and that benchmarking reports will be made available to the general public – as well as serving as a core input into strategic planning and budgeting processes.

LESSONS LEARNT: THE ROLE OF ESF FINANCIAL SUPPORT

To successfully overcome the project's core challenges, the project team **had to learn in particular how to work effectively with the municipalities**. The team chose not to work with mayors (the highest level within Slovak municipalities), but instead with the executive – municipal managers (the heads of municipal offices), who are in almost daily contact with the Ministry of the Interior. The project team and all of the project's participants are also learning how to measure performance in the public sector. Although the development of the 'hard' infrastructure of OSSs is being met from Slovakia's state budget, ESF funding has played a critical role in developing the OSS network and its services.



OSS building;

Source: picture provided by the Ministry of Interior

REFLECTIONS

Personal experiences



'The fact that clients are satisfied – as shown by the results of the satisfaction surveys, and also by media reactions to the project's progress – confirms to all stakeholders, and also to the project team, that the project is useful and has the capacity to deliver important results.'

Matúš Šesták, project team leader

'The training delivered by the project to employees at the city office was very positively received, and will help us to improve our functioning.'

Head of the participating municipal office

The study "Progress Assessment of the ESF Support to Public Administration" (PAPA) aims to present specific cases of ESF-funded public administration reform and capacity building initiatives. The contractor prepared 30 case studies and factsheets on ESF supported projects funded in 17 beneficiary countries of Thematic Objective 11 during the programming period 2014-2020.

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Find out more about the project by following the link <http://bit.ly/PAPA-PPMI> or scan the QR code using your smartphone camera.

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