



WEBINÁRIO . WEBINAR  
2021



## **A CAPACIDADE ADMINISTRATIVA NO ECOSSISTEMA DAS POLÍTICAS ESTRUTURAIS**

**Administrative Capacity Building in Structural Policies Ecosystem**

**13.abril . 13th.April | 14:30 - 16:30**

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# **ADMINISTRATIVE CAPACITY AND COHESION POLICY: WHAT DO WE KNOW?**

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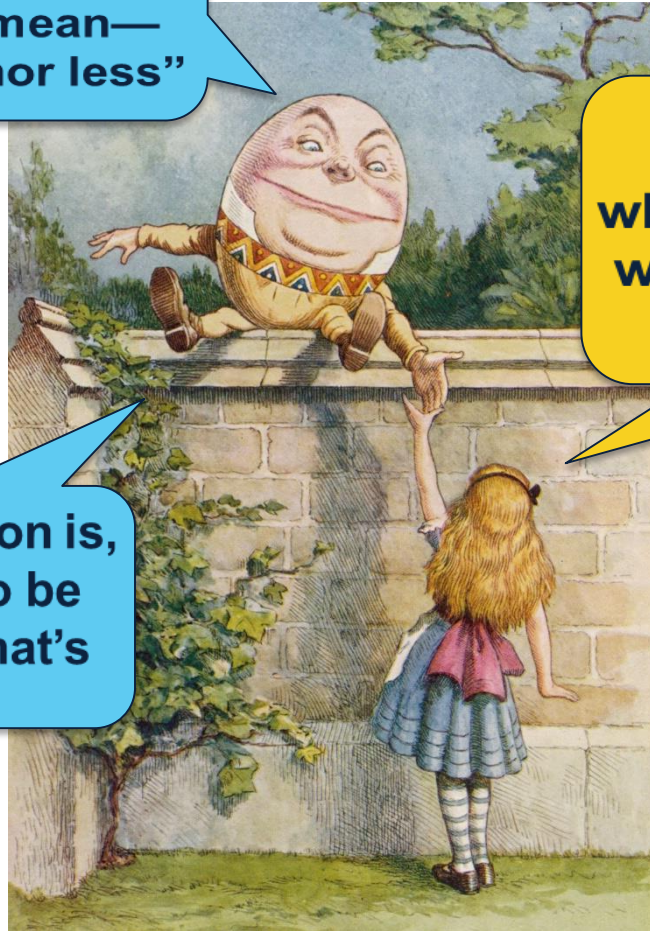
European Policies Research Centre



**“When I use a word, it means just what I choose it to mean—neither more nor less”**

**“The question is, whether you *can* make words mean so many different things”**

**“The question is, which is to be master—that’s all.”**



Lewis Carroll, *Through the Looking-Glass* (1934)



## Administrative capacity: what does it mean?

*“The ability to perform functions, solve problems and set and achieve objectives” (OECD 2003)*

*“Administrative capacity cannot be directly observed, it is intuited to exist due to inadequately explained events, and its values are estimated indirectly via formative or reflective indicators” (Addison 2009)*

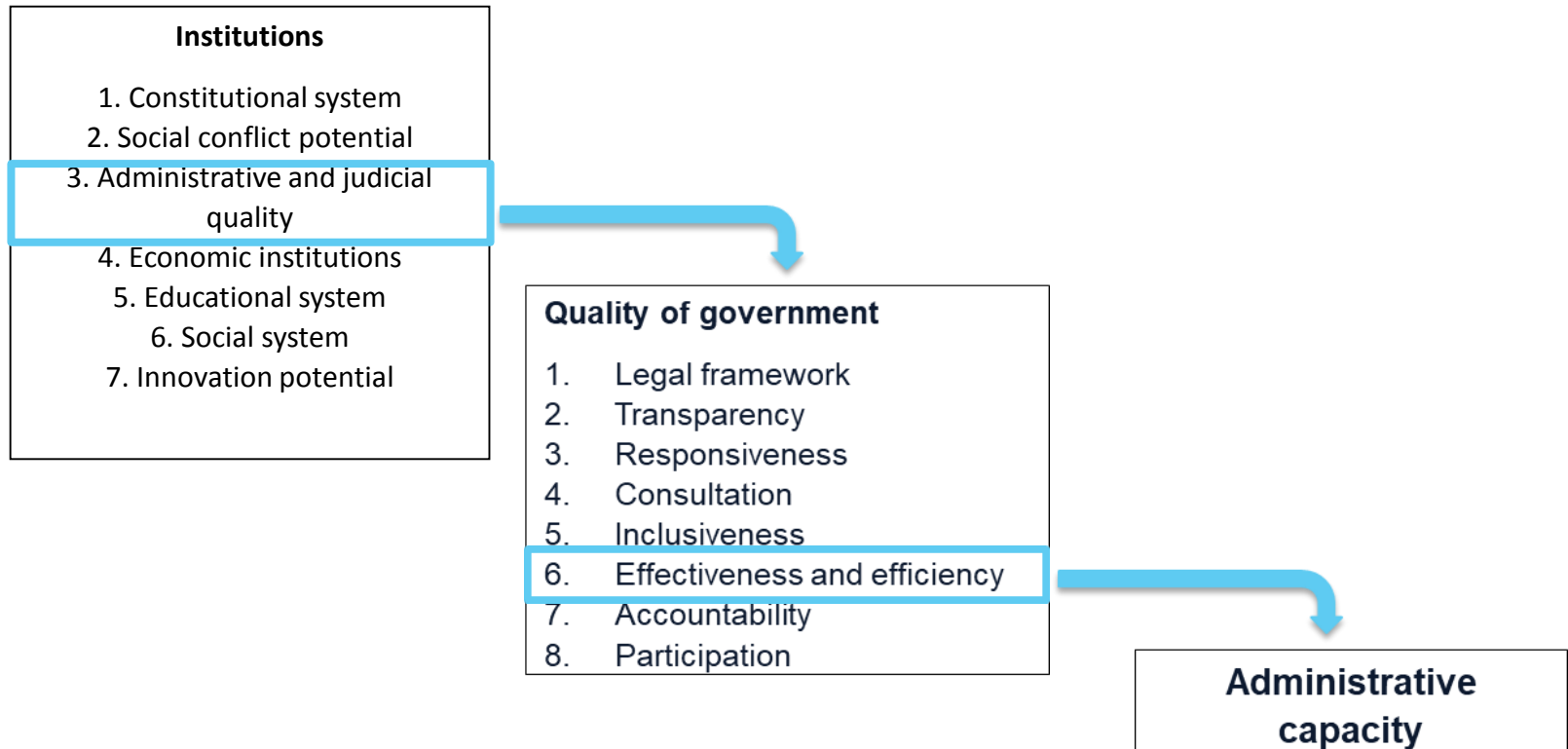


# Administrative capacity: what does it mean?

<b>Resources</b>	Laws, mechanisms or structures in place (also stocks)
<b>Capabilities</b>	Operationalisation of tasks
<b>Efficiency</b>	How well the tasks are fulfilled (gaps, deficits in their operation)
<b>Effectiveness</b>	Performance of tasks in relation to objectives/outcomes
<b>Relationships</b>	The way individuals and organisations interact (e.g. collaboration, coordination)
<b>Systems</b>	How the organisational system as a whole operates to meet its goals
<b>Culture</b>	The shared values, beliefs and assumptions of those in the system
<b>Other?</b>	



# Administrative capacity: A complex factor chain





**What do we know?**



# Why does administrative capacity matter?

## **Effective implementation of Cohesion Policy**

- absorption correlates positively with government quality
- regularity and outcomes of spending also influenced positively

## **Quality of spending**

- institutional capacity → more effective use of Funds
- low institutional capacity (especially at local level) is associated with fewer and poorer projects

## **Economic performance**

- government quality especially human capital, absence of corruption is a determinant of economic growth





# Which factors make a difference?

## **Internal factors**

- human resources – qualified staff, training, turnover, incentive systems
- organisational structures – allocation of tasks, cooperation, coordination
- resources, ICT
- systems & tools – management by objectives, performance audit
- leadership – goal setting, vision, motivation, collective commitment
- openness to external knowledge – advice, networks

## **External factors**

- quality of public administration
- legal stability / regulatory quality
- centralisation / decentralisation
- political influence – stability, leadership & commitment, ideology/interests
- economic influence
- beneficiaries' capacity



# Which factors make a difference to implementation?





## Which aspects of administrative capacity matter?





# Variation in influence of factors across the EU

## Rankings of factors

	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



## What is the influence of '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

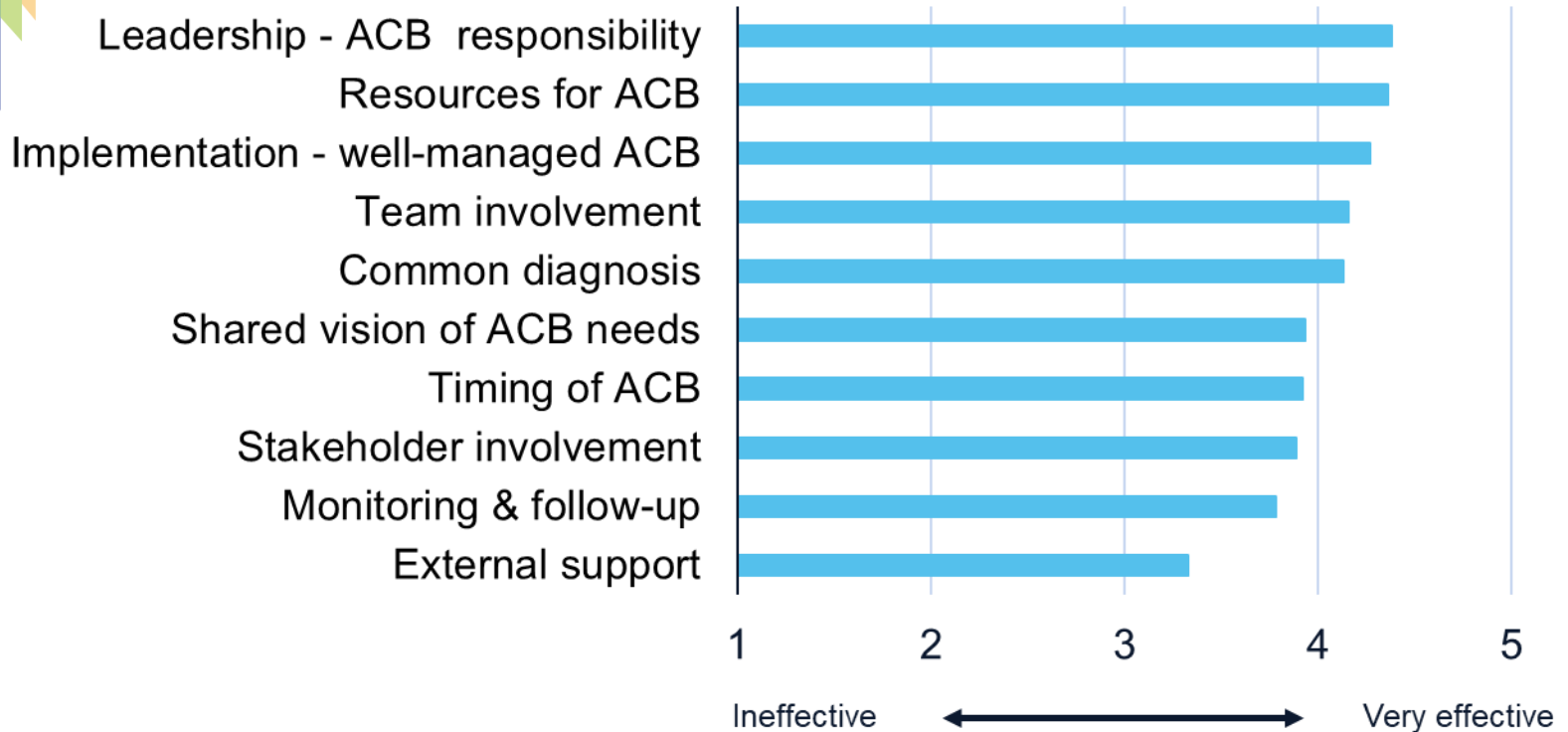


### **Associated with:**

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



## WHAT KINDS OF ADMINISTRATIVE CAPACITY-BUILDING WORK?



**Leadership, resources and sound planning are**  
fundamental to successful administrative capacity-building



# What kinds of administrative capacity-building work?

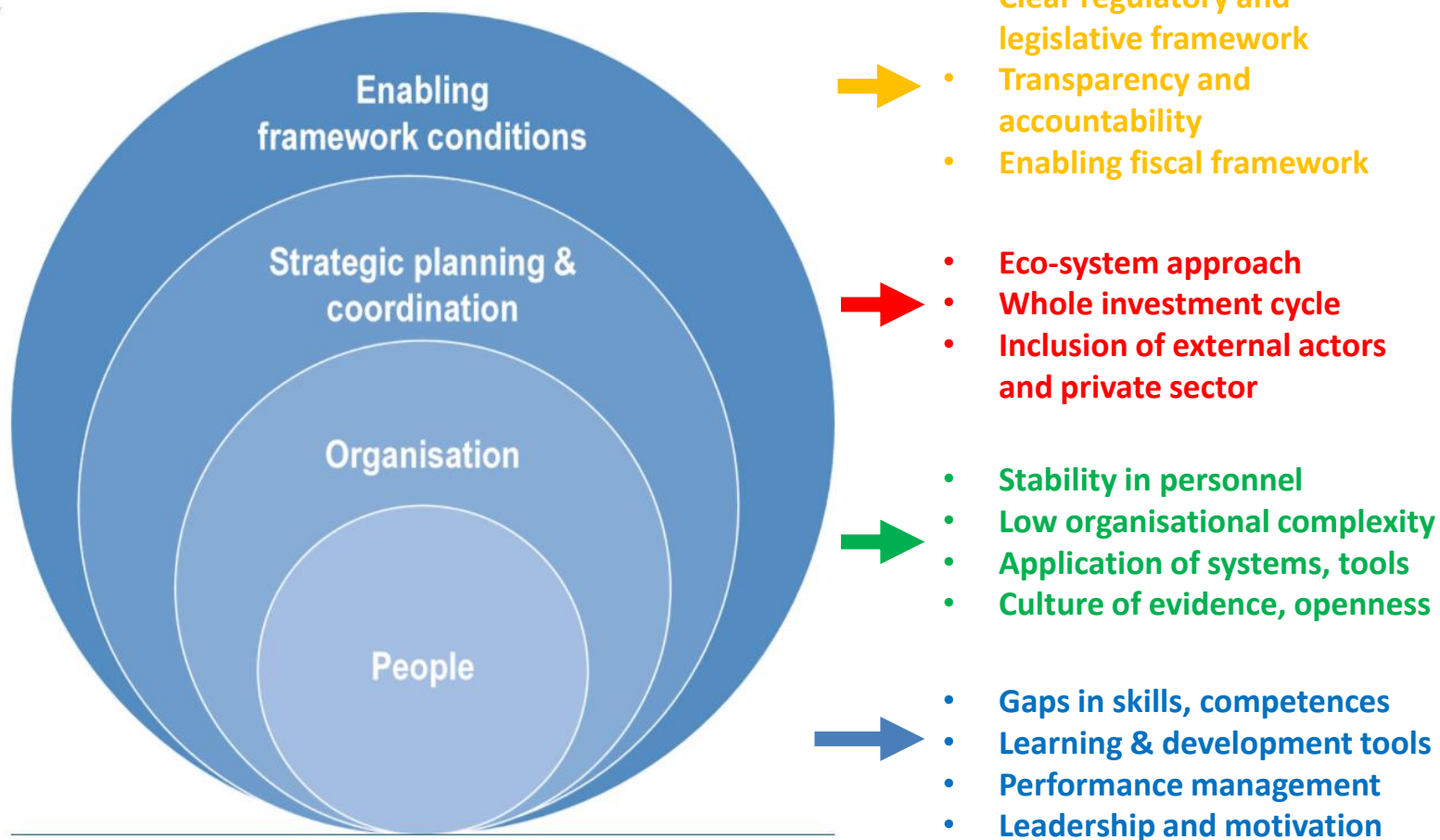
## Value of external sources

	Overall	EU 15	EU 13	Less dev	More dev
European Commission	3,85	3,89	3,83	3,82	3,68
External training providers	3,35	3,44	3,29	3,41	3,61
National peer organisations	3,34	3,74	3,09	3,29	3,60
External consultants	3,14	3,29	3,03	3,04	3,35
European peer organisations	3,12	3,22	3,06	3,11	3,00
European Institute of Public Administration (EIPA)	2,79	2,68	2,87	2,74	2,60
Academic institutions	2,72	2,74	2,71	2,96	2,53
NGOs	2,54	2,36	2,66	2,79	2,33



**What can be done to build  
administrative capacity?**





OECD Analytical Framework for Administrative Capacity-Building, 2020

.....and learn from others!



# OBRIGADO | THANK YOU

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