

5th International EPSA Knowledge-Transfer Conference

**Breaking silos for better service delivery:
How to build sustained partnerships between the public
sector and entrepreneurs**

Check-in and framing of the event

Key messages from the EPSA 2017, purpose and expected results of #5EPSABCN

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Did you know that EIPA...?

- **Is Europe's leading centre of excellence on European integration and the new challenges for public management.**
- Has been created in 1981 on the occasion of the first European Council held in Maastricht.
- Has a Board of Governors composed of representatives of the EU Member States and is supported by the EC



learning & development

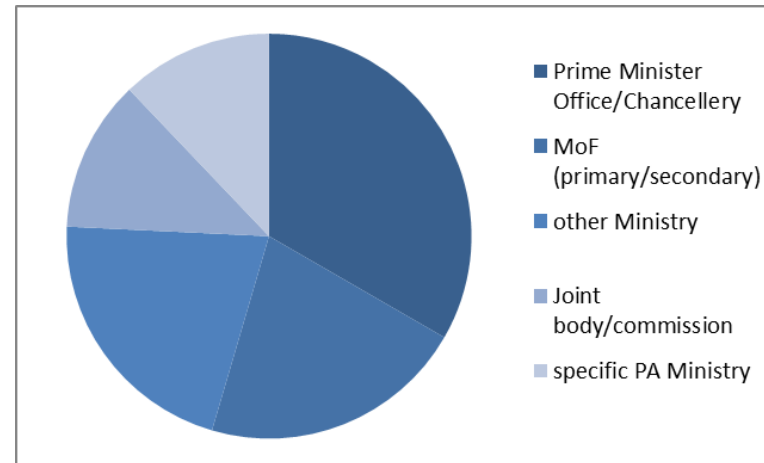
consultancy

research

Understanding Reform/Innovation Dynamics

Key *Drivers* of Innovation/Reform

- Mostly driven by:
 - Budget pressures/crisis (14 countries)
 - Political/government changes (9 countries)
 - Chance events (8 countries)
- Who is in charge of PAR:



- Increasing influence of EC in certain areas (digitalization, administrative burden reduction, one-stop-shops) and regions (CEE, Southern Europe)

- Rather common trends with regard to
 - Open government/transparency
(foi, open data, procurement, anticorruption authorities)
 - Civil service reform
(cutback/productivity, meritocracy, performance appraisal, code of conduct)
 - eGovernment (portals, signature) and one-stop shops
 - Contrary trends observable: mergers vs. agencification; decentralisation vs. centralization
 - Administrative burden reduction/better regulation and consultation arrangements

Regulatory density (red tape)

High	Medium	Low
AT , BG, HR, CY, CZ, FR, HU, ES, DK, DE, SK, RO, PT, PL, LT, IT, EL	BE, EE, FI, SI, UK, NL, MT, LU, LV, SE	IE

Public sector openness

Open	Medium	Closed
EE, FI, DK, LV, SI, SE	BE, BG, CY, HU, IE, UK, PL, NL, MT	AT, CZ, HR, FR, ES, DE, RO, PT, LU, IT, EL, SK

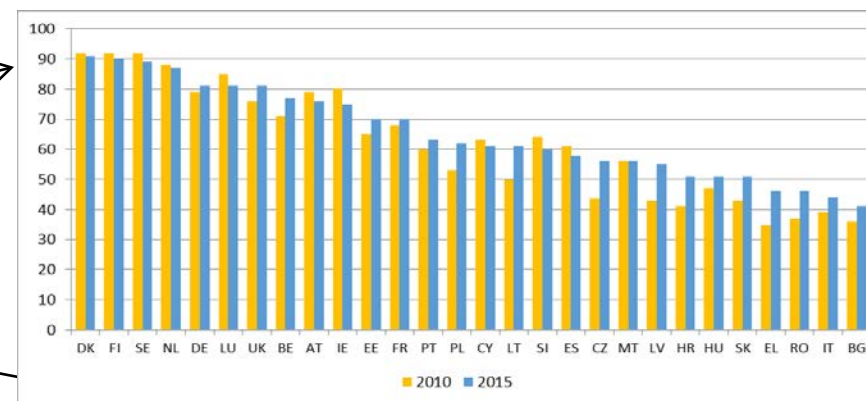
Managerial vs. procedural PA

Managerial	Mixed	Procedural
UK, NL	AT , BE, HR, EE, FI, IE, DK, PL, MT, SE	BG, CY, CZ, FR, HU, ES, IT, SI, DE, SK, RO, PT, LU, LT, LV, EL

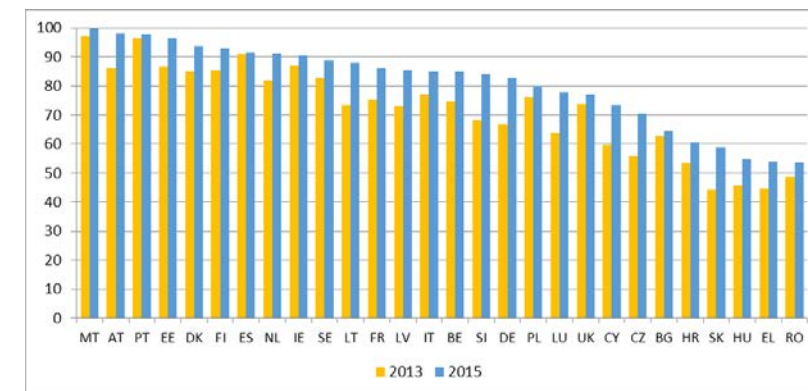
Innovation/Reform *Outcomes*

- Overall in Europe a rather mixed success!
- Mostly moderate to high progress: transparency & accountability, digitalization
- Mostly moderate progress: civil service reforms, policy making coordination & implementation

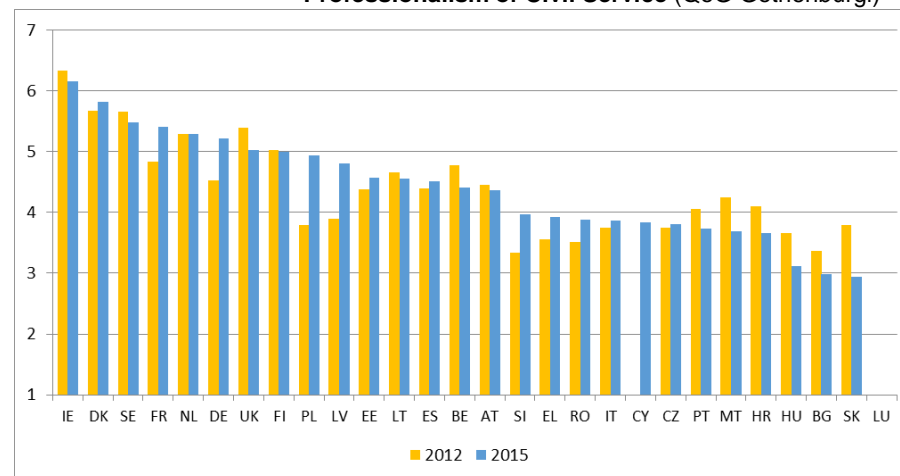
Perception of corruption (Transparency International)



Online Service Completion (EC DESI)



Professionalism of Civil Service (QoG Gothenburg)



- Clear country variations with regard to reform/innovation activity and progress

Countries			
Reform activity (number of reforms and share of high/medium importance reforms)	High BG CZ ES HR HU IT MT NL SE SI	Moderate AT BE CY DE EE FR IE LT LV PL RO UK	Low DK EL FI LU PT SK
Emphasis of reforms	Cost-saving focus CZ ES PT		Improvement focus AT BE BG CY DE DK EE EL FI FR HR HU IE IT LT LU LV MT NL PL RO SE UK
Progress of reform projects	High CY ES FR HU IE LT NL PL SE	Moderate/mixed AT BG CZ DE DK EE EL FI HR IT LV PT RO UK	Low LU

- Overall highest reform/innovation dynamic (“modernizer”): CY, EE, ES, FR, HR, IE, LT and NL
- More hesitant reformers: EL, LU, SK

The EPSA – More than 1200 cases from 39 countries & EU institutions



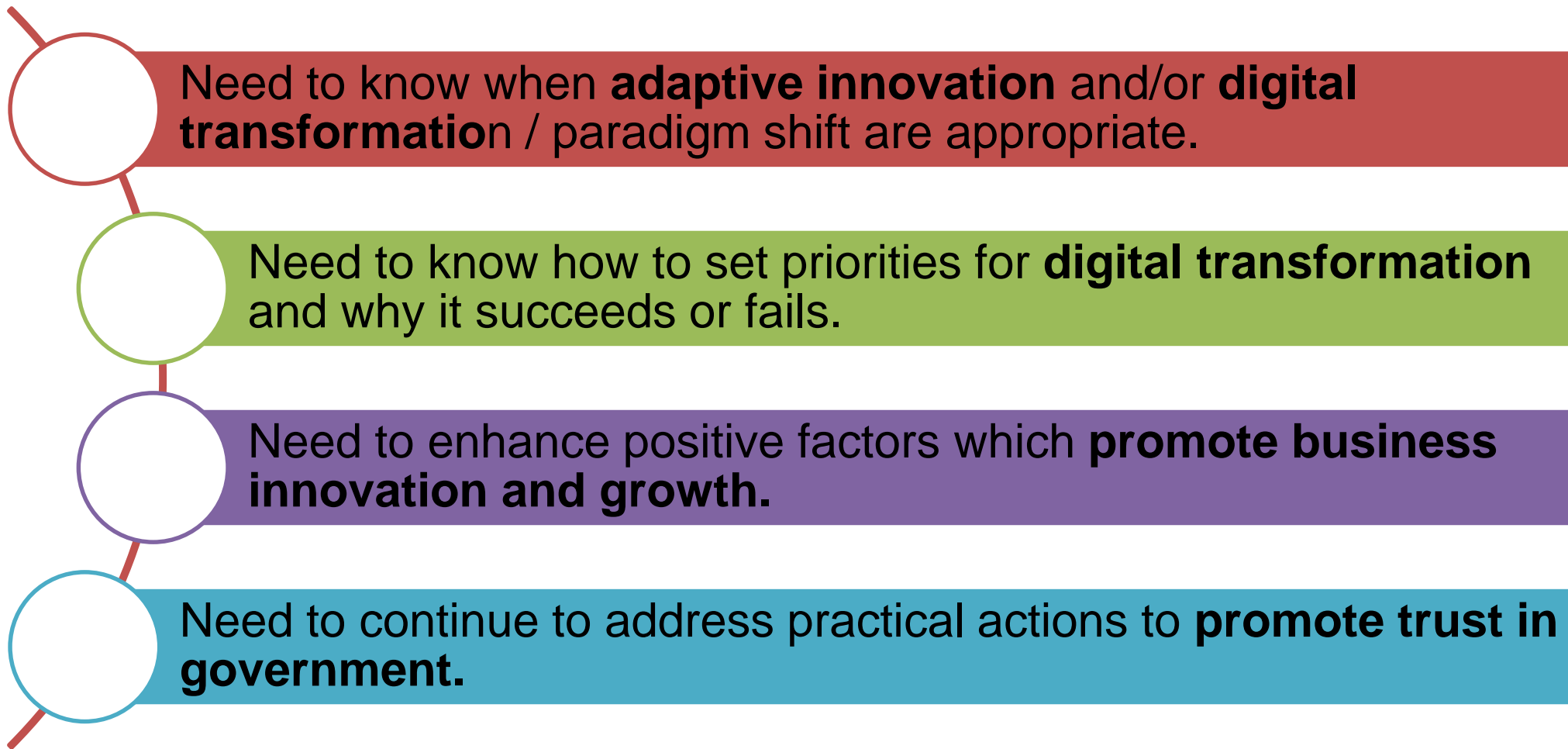
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EU Institutions

Catalonia
2 Winners
6 Nominees
12 BPCs

Albania	2	Kosovo	1
Austria	97	Latvia	14
Belgium	45	Liechtenstein	1
Bulgaria	29	Lithuania	37
Croatia	6	Luxembourg	7
Cyprus	13	Malta	7
Czech Republic	5	Montenegro	2
Denmark	19	Netherlands	46
Estonia	5	Norway	14
EU Institutions	22	Poland	106
Finland	15	Portugal	61
France	14	Romania	99
FYR Macedonia	2	Serbia	2
Germany	58	Slovakia	6
Greece	37	Slovenia	15
Hungary	45	Spain	179
Iceland	11	Sweden	23
Ireland	22	Switzerland	17
Italy	100	Turkey	9
		Ukraine	1
		United Kingdom	22



Key messages from the EPSA 2017



Need to know when **adaptive innovation** and/or **digital transformation** / paradigm shift are appropriate.

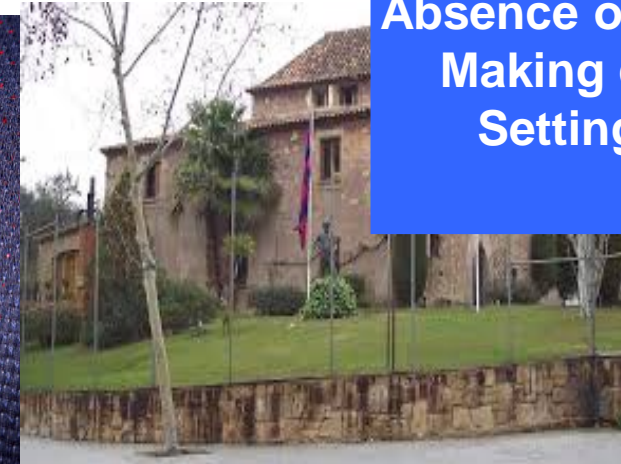
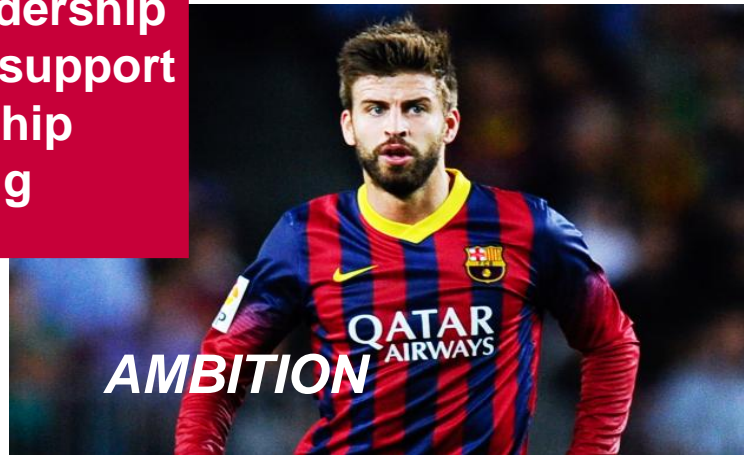
Need to know how to set priorities for **digital transformation** and why it succeeds or fails.

Need to enhance positive factors which **promote business innovation and growth**.

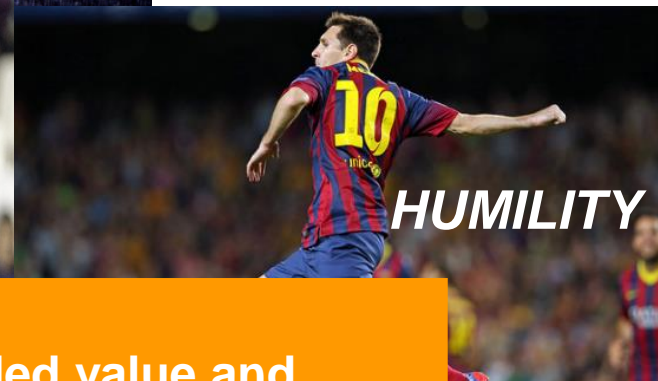
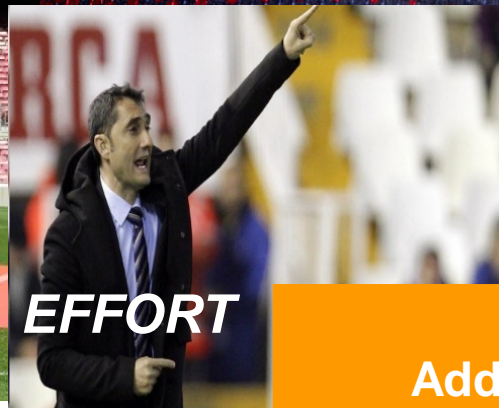
Need to continue to address practical actions to **promote trust in government**.

What makes a project successful – FCB = EPSA

Effective leadership
and political support
Partnership
working



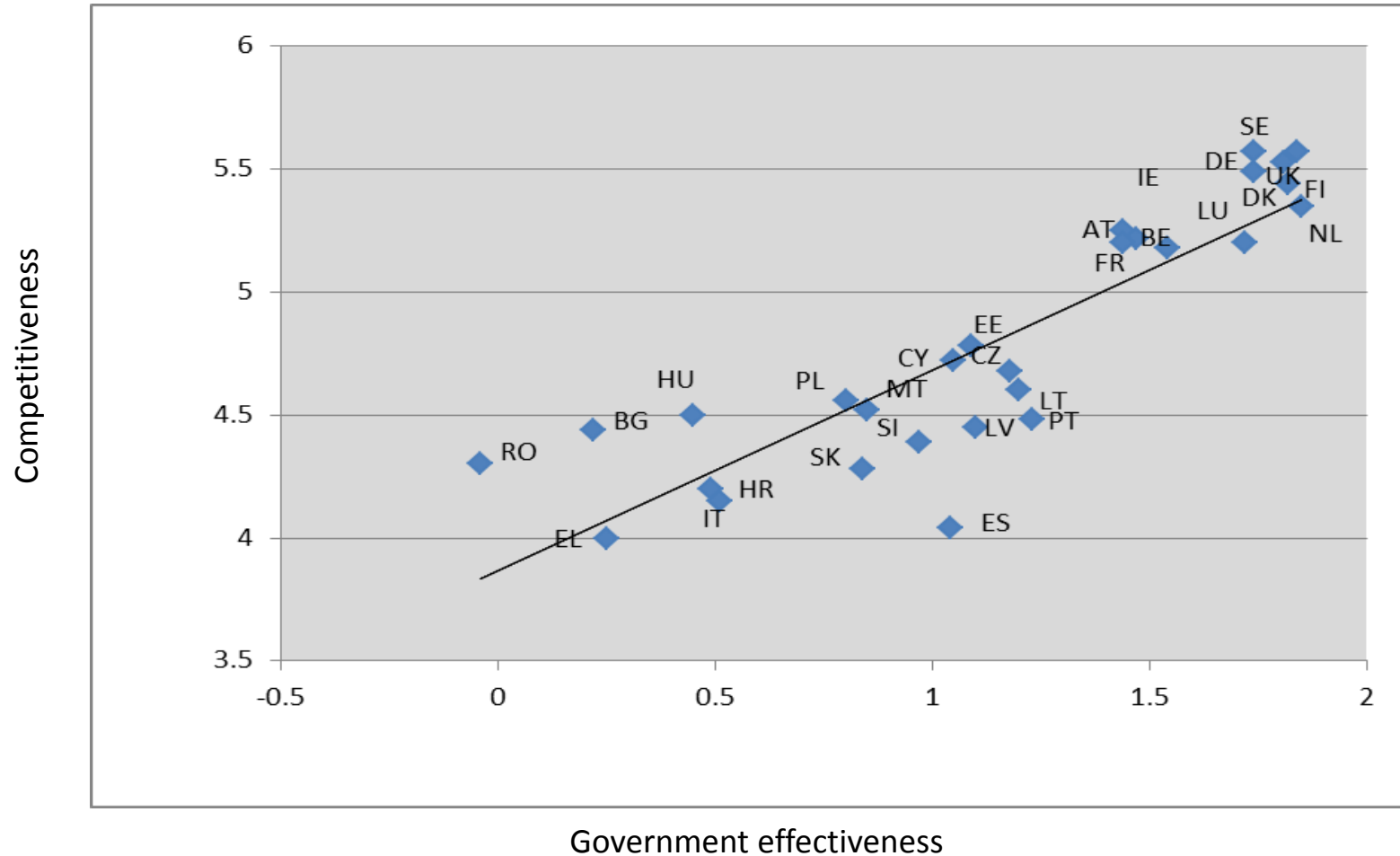
Absence of complacency
Making choices and
Setting priorities



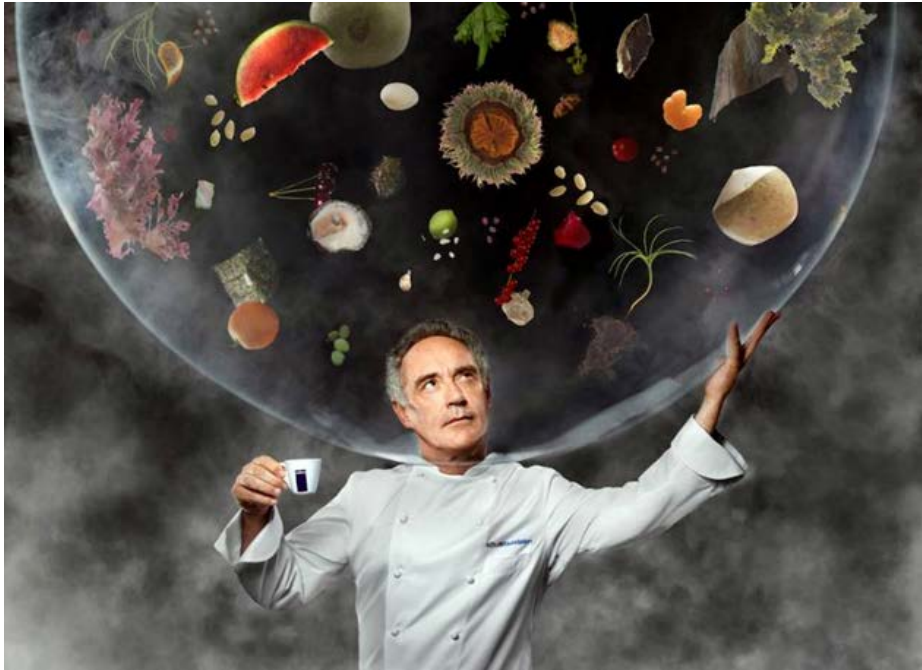
Added value and
Practical effects for citizens
Social inclusion

The importance to invest in PS remains high!

Economic impact of government effectiveness:



What is it now and how to build innovation in PAs... ?





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