

Mutual coordination system between the OPII and the OP Effective Public Administration

1. Introduction

The Government Resolution of the Slovak Republic No. 388/2013 from the 10th of July 2013 established a Steering committee for the coordination of public administration reform in the Slovak Republic, which ensures and is responsible for the coordination of tasks under the national public administration reform. On the 18th of December 2013, the Steering committee presented the Slovak government with the material entitled “Strategic Framework for Public Administration Reform in the Slovak Republic”, which reflects the government's commitment to implement a comprehensive public administration reform across all segments, in which public services are formed, managed and developed, while the next phase will develop the foundations for further development of reform concepts in different segments of public administration (PAd), in accordance with identified priorities.

The Ministry of Interior of the Slovak Republic (MI SR) coordinates and approves PAd reforms in individual government segments, defines the collaboration with partners and the reform objectives that must be met by the reform, the relevant policies, changes in the organisation and management systems, HR processes, specifies the design of business processes (TO-BE), managed by the Methodological and analytical centre to support the PAd reform. In cooperation with the Ministry of Finance of the Slovak Republic (MF SR), it provides analysis and design of the information systems of PAd within the scope of the MI SR, according to the specified goals and business processes (TO-BE), documented in the functional specification.

The Government of the Slovak Republic with its resolution No. 139/2013 from the 20th of March 2013 approved the structure of the operational programs of the Slovak Republic for the 2014 – 2020 programming period, including the structure of the Managing authorities and Intermediate bodies under Managing authorities. The area of public administration reform is divided into OP Effective Public Administration (OP EPA) and partially also into OPII.

Under that structure, the investments in the development of the information society will be implemented in a separate priority axis of the OPII, while the Managing Authority is the Ministry of Transport, Construction and Regional Development SR and the Intermediary body for the priority axis No. 7 Information Society, is the MF SR.

Based on the EU benchmarks the frequency of individuals with medium and high computer skills in the Slovak adult population (57.2 %) were above the EU average (50.9 %) in 2012, the portion of the adult population that interacts online with public authorities dropped to 32.7 % in 2013, what is significantly below the EU average (41.4 %). The aim of the priority axis No. 7 OPII in the context of development of the information society will be also enhancing the level of eGovernment services, increasing the efficiency of public administration through ICT, in line with the objectives of Digital Agenda for Europe, and through its objectives and priorities will also take into account and implement the priorities defined in the document of the European Commission’s eGovernment Action Plan.

The priority axis No. 7 in the OPII consists of three investment priorities, namely:

- Broadband penetration and deployment of high speed networks and support for the introduction of emerging technologies and networks for the digital economy,
- Development of ICT products and services, e-commerce and enhancing the demand for ICT,
- Strengthening ICT applications for e-government, e-learning, e-inclusion, e-culture and e-health.

The OPII was approved by the Government of the Slovak Republic on the 16th of April 2014. OP EPA was approved by the Government of the Slovak Republic on the 14th of May 2014. Pursuant to the requirements of the EC. it is necessary to prove the existence of a reliable coordination mechanism between the OPII and the OP EPA.

This document aims to define the basic principles of coordination between the priority axis No. 7 of OPII and OP EPA, while these principles will be further developed in the managing documentation of both of the operational programmes. From the point of view of the priority axis No. 7 of OPII is this

document relevant for the following specific objectives¹:

- Specific objective No. 7.3 Increasing quality, standards and accessibility of eGovernment services for businesses,
- Specific objective No. 7.4 Increasing quality, standards and accessibility of eGovernment services for citizens,
- Specific objective No. 7.7 Allowing for modernisation and rationalisation of public administration through ICT means.

In terms of coordination this document lists two levels of coordination, and these are:

- institutional level, which governs the relationship between the intermediary body for the OPII (MF SR) and the managing authority for OP EPA (MI SR) and the
- content level, which identifies the interconnection of projects under both operational programmes.

National public administration reform as a baseline for the basic framework of coordination:

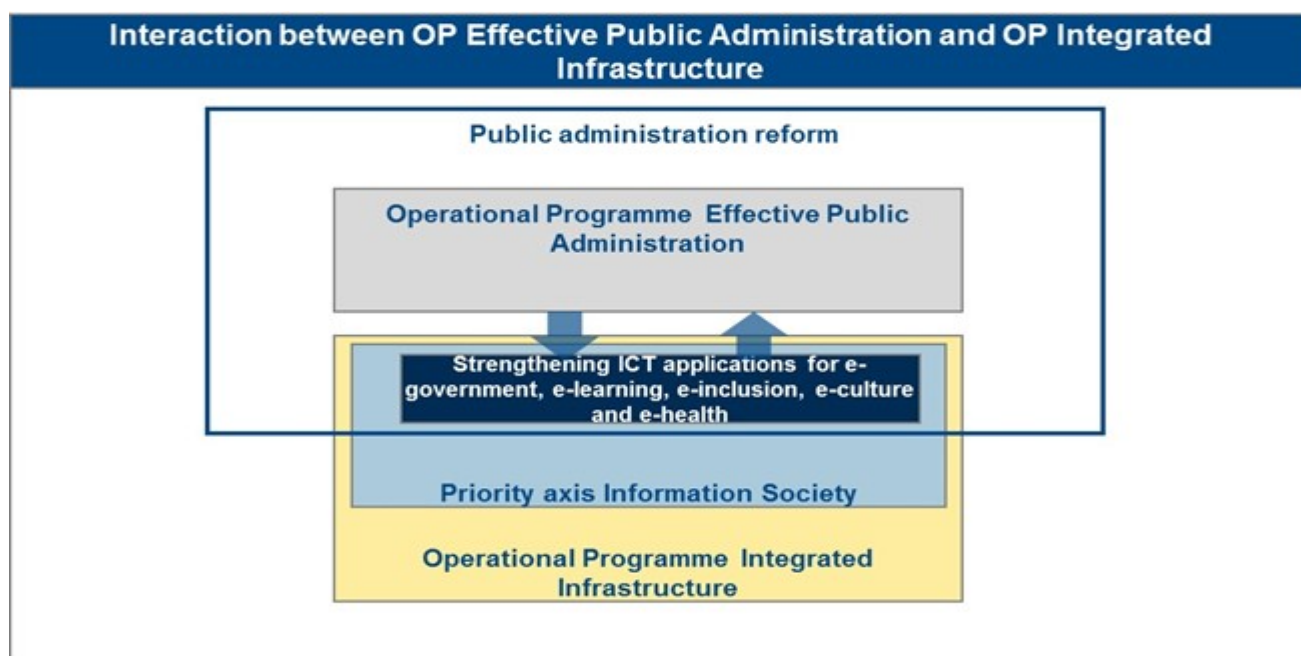
The basic relationship is declared with the direct dependence of:

0: The reform of PAd determines the content part (business case) for the OP EPA and partially for the OPII, whose common goal is an effective PAd (prepared by the MI SR as part of the fulfilment of the ex-ante conditionalities)

1: OP EPA defines the design of the changes of the organisation and processes of PAd; their implementation in practice. Achievement of the target level of PAd services effectiveness and policy efficiency is subject to the functioning of the information systems of PAd and the electronic services necessary to support them.

2: OPII realises investments in the information systems of PAd and eGovernment services; their implementation is subject to change of processes and organisation of the PAd; implements national projects that are complementary to OP EPA.

2. Institutional level of coordination (inter-ministerial)



¹ Specific objective No. 7.5 Increasing the overall accessibility of public administration data in the form of Open data and Specific objective No. 7.9 Increasing cyber-security in society will be addressed coordinately by MF SR and MI SR and in accordance with Strategic document for digital growth and next generation access infrastructure (2014 – 2020).



Institutional system of coordination between OPII and the OP EPA will consist of 3 basic levels:

- 1) Political level, which will be represented by the monitoring committee where the high-level decisions will be taken,
- 2) Technical programming level, which will be represented by the internal monitoring committee, where technical/expert decisions related to the program management, will be taken,
- 3) Technical project level, which will be represented by the OPII PA 7 Steering committee for feasibility studies.

2.1 Political level – Monitoring committee of the OPII

Two monitoring committees, for OPII and OP EPA, will be responsible for the coordinated implementation at the political level. Mutual coordination will be based mostly on:

1: Definition of the evaluation and selection criteria. The evaluation criteria for OPII projects under relevant specific objectives of the investment priority *Strengthening ICT applications for e-government, e-learning, e-inclusion, e-culture and e-health* will be set in a way where objective evaluation of the compatibility with PAd reform strategy will be possible (the strategy is being prepared by the MI SR as part of the fulfilment of the ex-ante conditionality). Only those projects should be financed which are efficient and compatible with the goals of the PAd reform.

2: Progress monitoring, fulfilment of the contracting plans of investment, delivery of results and the reaching of synergy effects. The monitoring committee will evaluate progress, efficiency and operability of the coordination mechanism at the content and technical level. In case of the identification of the risks or problems which could threaten the fulfilment of the reform plans, or cause incompatibility of OPII and OP EPA projects. Specific tasks will be given to respective authorities in order to remove problems. If the need to amend OPII will arise according to the possible changes in the PAd reform strategy, the Monitoring committee will be allowed to take decisions to amend the OP.

3: Personal link between the managing structures, which will be represented by the presence of the MI SR in the Monitoring Committee of the OPII and OP EPA in order to take responsibility for the evaluation criteria, indicative list of national projects, investment plans, contracting plans and results delivery of the OP.

2.2 Technical programming level – Internal Supervisory Monitoring Committee

Besides other functions, the Internal Supervisory Monitoring Committee (ISMC) will be responsible for the following tasks:

To approve the investment and contracting plans. To evaluate the complementarity of the calls for proposals of OPII and OP EPA in terms of content, time and territory. Each call within the relevant

specific objectives under OPII's investment priority *Strengthening ICT applications for e-government, e-learning, e-inclusion, e-culture and e-health* will be consulted within the ISMC prior to its publication. The complementarity of OPII calls for proposals with OP EPA measures will be evaluated by the ISMC. Another task will be to evaluate a logical chronology and link of the calls with both OPs and possible announcement of the joint call for proposals. Last but not least, the ISMC will be responsible for the compatibility of the calls activities with the architecture of the integrated information systems of the PAd, objectives of OP EPA and with the activities and goals of PAd reform.

The ISMC will be composed of the representatives from the MF SR, MI SR and other respective bodies (MA OPII (MTCRD SR)).

2.3 Technical project level – Steering Committee

The Steering Committee for the priority axis No. 7 Information society, as a cross ministerial body will be the highest managing collective body, consisting of representatives from the MF SR, MI SR and other relevant bodies (e.g. Managing Authority of the Ministry of Transport, Construction and Regional Development SR, Association of Towns and Communities of Slovakia). The Steering Committee will focus on solving the programme problems and risks as well as taking decisions related to the implementation of feasibility studies and implementation of the projects under the priority axis No. 7 of the OPII.

The Steering Committee (with the representation of the MI SR with an adequate number of votes reflecting the PA 7 resources allocated for support of public administration reform) will fulfil the following tasks:

- a) To approve the indicative list of national projects,
- b) Fulfilment of tasks arising from the monitoring committee and ISMC,
- c) Monitoring the fulfilment of contracting plans, investment plans, results delivery and ensure mutual cooperation between stakeholders involved in feasibility studies or projects,
- d) Proposal of correction and other measures if needed,
- e) Take strategic decisions influencing the management of the project, contracting plans, investment plans, results delivery,
- f) Management and coordination of horizontal activities which influence the project implemented within the programme,
- g) Control the fulfilment of set goals outlined by the programme,
- h) Guide projects in case of exceeding the competencies granted to the lower level project management within the programme, monitor project management, identify risks, problems and open questions and take decisions needed for the elimination of problems.

Selection of relevant projects under the OPII (priority axis No.7) will be subject to the approval of the reform concept in the given segment. Implementation of project under OPII is not necessarily conditioned by to the implementation of the project under OP EPA.

3. Content level of the coordination

3.1 Programme level

The OPII will support informatisation projects, which will fill the PAd reform and support the activities of the OP EPA, which will be divided into two content areas:

- activities aimed at the redesign of processes and services of PAd,
- activities aimed at the strengthening of the efficiency of the PAd bodies in the implementation of policies.

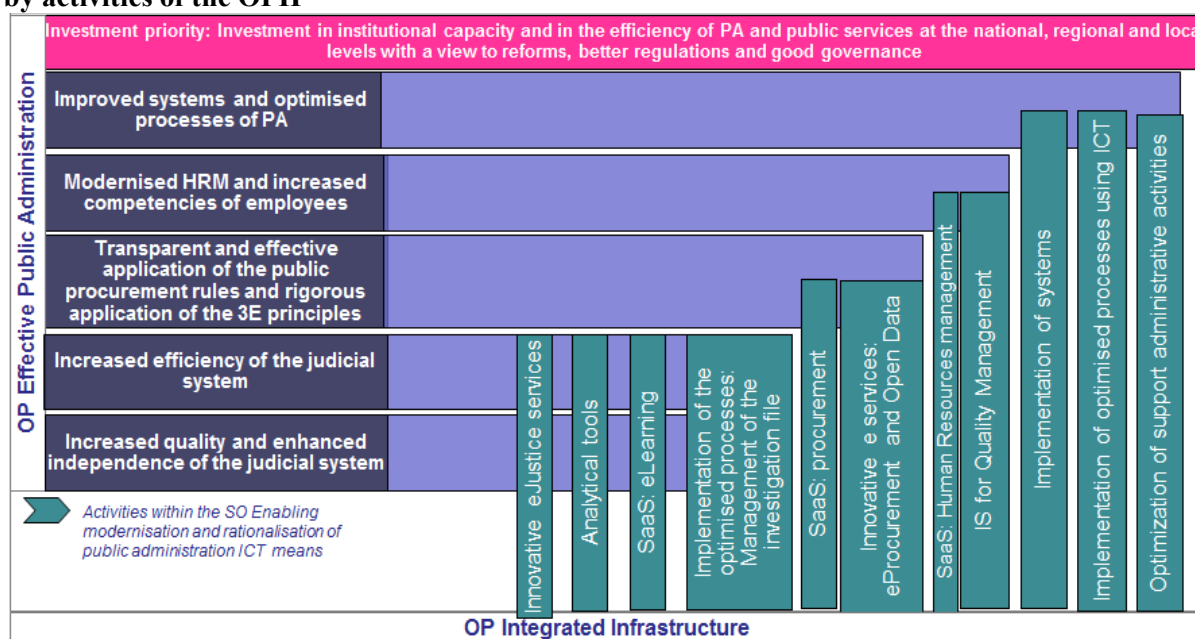
Strengthening institutional capacities and efficiency of PAd with the focus on redesign of processes and services of PAd

The implementation of necessary information technologies will enable for an analysis of the current processes including their impact on the performance of public administration. The following optimisation and implementation of concrete proposals will support new methods, through which pro-client oriented services will be ensured. This will result in mutual interconnection, resulting in synergy effects and each programme will accurately focus on their core area of competence. The OP EPA aims to promote the reform through the optimisation of national policies and the provision of more accessible and higher quality services by PAd to citizens through new management methods and implementation of new process models in PAd.

Individual specific objectives of OP EPA will be supported through the ICT tools in OPII:

- **Improved systems and optimised processes of PAd** – the support will result in the optimisation of policies in relevant segments, the rationalisation of structures and management systems of public administration, the integration and optimisation of processes related to the performance of good governance. A key principle will be interoperability, the creation of a model of horizontally integrated services and the implementation of processes of programme budgeting with the emphasis on results and outputs, in the interest of increasing the quality of provided services for citizens and businesses.
- **Modernised human resource management and increased competencies of employees** – the result will be professionally prepared, educated employees of PAd able to support the implementation of PAd reforms in all relevant segments including strategic planning, implementation of management systems, measuring the performance of systems and the quality of services, the creation of policies and strategies, evaluation of impacts, the steps of programming budgets, monitoring and evaluation of others, while the goals are going to be identified on the basis of the analysis of their educational needs and a regularly updated calendar of trainings. Thanks to the training activities the SR will be able to better form and implement policies in individual segments of the creation and provision of public services and apply new procedures in the area of customs, tax and levies collection, and will continuously improve the setting of the public procurement system, effectively deal with emergency situations and evaluate them in national, cross border and transnational aspects of security.
- **Transparent and effective application of the public procurement rules and rigorous application of the 3E principles** – the outcome of the support will be a transparent public procurement process, which will also be supported by an increased option of public oversight. Another outcome will be the simplified rules and processes of public procurement as well as implemented effective processes of planning, procurement and selection of projects (PD). Support in the scope of the specific objective will also support the minimisation of corruption related to the spending of public funds. (3E - Economy, effectiveness, efficiency in the spending of public funds).
- **Increased efficiency of the judicial system** – result will be optimized processes, reduced administrative burden, interconnection between respective organizations and the possibility of alternative solutions for lawsuits. It is focused also on the area of HRM, together with the improvement of the education and compensation of employees within the judicial system.
- **Increased quality and enhanced independence of the judicial system** – result will be a modern system of training of judges, prosecutors and other personnel involved in the decision-making processes of the courts. Support for transparency of the national law and support for the implementation of quality assessment system and strengthening of the analytical and methodological capacities within the Ministry of Justice of the SR, will be ensured.

Picture 1: Strengthening institutional capacity and efficiency of public administration supported by activities of the OPII



3.2 Project level

Coordination of projects for the realisation of PAd reform

MI SR coordinates and approves PAd reforms in individual segments of administration. MI SR defines the reform objectives, which have to be achieved by the programme, relevant policies, changes in organisation and managing processes of PAd, specifies the design of business processes (TO-BE). In cooperation with the MF SR the MI SR arranges for the analysis and design of information systems of PAd (in the competence of the MI SR) according to the specification of the objectives and business processes (TO-BE), documented in the functional specification.

The reform of PAd will be proposed in the framework of the OP EPA. Its output will be:

- a) analysis of the current state,
- b) redesign of processes to make them more efficient,
- c) pilot testing of the proposed changes and their valuation,
- d) legislative regulation of the optimisation processes,
- e) implementation of new processes.

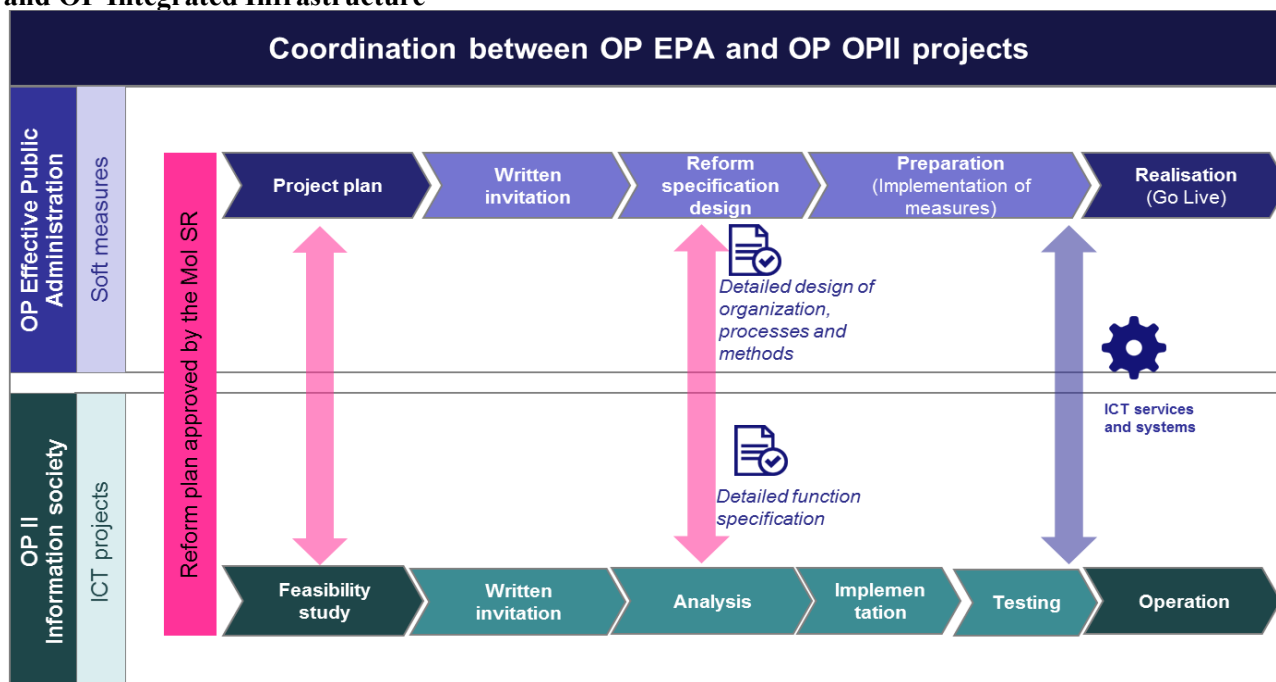
OPII will realise projects, which will include the implementation of electronic services, tools and information systems, which ensure necessary technological changes, stemming from the outputs of the projects in OP EPA. A logical division of activities will thus be ensured between the operational programmes and their practical focus. An important prerequisite for the functioning of such a system is the design of a coordination process of the relevant projects, with an emphasis on the exact precision of the desired content and format of the documents. Outcomes of activities undertaken in the OP EPA will be clearly named and formalised, so that they can form an input into the design of information systems.

The life cycle of the reform plan and its implementation is as follows:

- Reform plan approved by the MI SR will form an input into the preparation of feasibility study under the OPII and project plan under the OP EPA (while preparation of both documents will be coordinated) and subsequent written invitations for OP EPA and OPII,
- Projects will be implemented based on the approved written call for proposals,
- The reform intentions will be developed into detailed specific business process proposals (formalised outputs OP EPA),
- Detailed specification of the proposal of processes will form the input – assignment in the

- analytical phase of the project in the OPII,
- The information system will be modified or implemented (concrete ICT solutions) within the projects under OPII, according to detailed design of organization, processes and methods as a outputs of OP EPA,
- Other measures necessary for the realisation of the reform intension will be implemented,
- (Organisational changes, preparation of the legislation etc.) within OP EPA projects,
- After the implementation of the information system (concrete ICT solutions), it will be possible to test the services and their use in the relevant segments of administration and launch the use of new processes in practice, where the inputs will be actively generated for the evaluation of the success of implemented measures.

Picture 2: Description of the process of coordination among OP Effective Public Administration and OP Integrated Infrastructure



The implementation of the outputs of public administration reform through ICT means

During the modernisation of PAd through the ICT means the basic outputs of the OP EPA activities are the documents and models that describe:

- analysis of the current state,
- redesign of the business processes,
- identification of the objects which are subject to change,
- proposal for changes and its pilot testing,
- implementation of new processes.

The support of the ICT means, implemented within the OPII will particularly focus on:

- support newly proposed ICT processes through the introduction of new systems or the modification of existing ones,
- install support and administrative systems in eGovernment cloud as a software a service and the Business process as a service,
- implement quality management mechanisms based on the assessment/evaluation of KPIs
- application of the analytical tools in general.

The new procedures and work methods will also enable the introduction of new and higher quality electronic services for citizens and publication of all PAd data in the form of the open data.

Civil servants will also obtain a platform of shared services for their disposal, within which they will be able to implement the educational programmes through eLearning tools and will be able to cooperate on the higher level (thanks to the offered tools for knowledge sharing and collaboration).

Picture 3: Realisation of individual output types from OP EPA

