The impact of strategic planning documents on the central public administration performance - EUPAN study

National Institute of Administration
STAGES OF THE STUDY

ONLINE SURVEY

23 respondents from 22 countries and 1 from European Commission

WORKING LEVEL WORKSHOPS

21 participants in 2 sessions
RESULTS FROM THE SURVEY

- Fields: Public policy making, Human resources and Projects
- A strategic planning document for each public organization
- Documents drafted by the General secretariat of the organization itself
- Usually cover >36 months
RESULTS FROM THE SURVEY

❑ Strategic planning - final product of the best minds inside and outside the organization

Vs.

❑ Organisational performance
  (Efficiency and process reliability, Human resource and relations, Innovation and adaptation to environment)
Documents usually contain performance indicators, but they are not always relevant

Result of consultation process

A special body in charge of monitoring implementation of strategic planning document

Assessment is usually made by an internal department
Consequences of document’s assessment

- “Based on the results of the assessment the strategic planning documents will be updated and/or modified”
- “The results of the assessment will be taken into consideration to revise other related strategic planning documents”.

The documents:

- raise awareness about objectives
- mobilize stakeholders
- enhance transparency in PA

RESULTS FROM THE SURVEY
Challenges:
Unclear objectives
Lost confidence
Lack of appropriate skills
Lack of information data
Lack of coordination and political vision
Turbulent times
Political and policy cycles
Reforms and overlapping strategies
RESULTS FROM THE WL WORKSHOPS

Solutions:

- Bottom-up approach, open dialogue
- Combating formalism through involvement of DGs and staff
- Creating meaningful, realistic objectives and goals
- Adopting a mission to facilitate the civil servants-politicians dialogue
Way it is important to plan?

Foresight exercises and scenario planning can’t predict the future but can prepare you for it.
Conclusions

- A workable strategy demands unconventional approach to achieve desired results.
CHANGE IN THE STUDY PURPOSE

From descriptive framework of docs

Critical reflection study +

Best practices
Aim for DG meeting:

- Leadership perspective
- Challenges & Performance
Thank you!

Iuliana Leca, Director of the Communication, Projects, Cooperation, External Relations at the National Institute of Administration

Roxana BOBOC, counselor of INA president

Fabrice Larat, Deputy-director for training and education in charge of masters programmes & Director of the Research center of public administration at École Nationale D’Administration