

STRENGTHENING THE ADMINISTRATIVE CAPACITY OF MUNICIPALITIES VIA INTER-
MUNICIPAL COOPERATION

QUANTUM TEAM

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0.ABOUT US

The Quantum team is based by students, who were interested in the evaluation processes, and aimed to contribute in raising the quality and the effectiveness of the process implementations. As a team, we recognize the importance to use our effort to make big changes. Our team support the ideas of the Union of towns and municipalities, and is happy to receive an opportunity to contribute in the project 'Strengthening the administrative capacity of municipalities via inter-municipal cooperation'.

1. Program Background:

1.1. Union of Towns and Municipalities in Czech Republic.

In the recent years, as a result of the globalization, the paper of the local and regional administration has increased. In 1990, the Union of Towns and Municipalities in Czech Republic was created and it is characterized for being voluntary, apolitical and non-governmental organisation founded as an interest group of legal entities whose members are towns and municipalities. The Union is a partner of governmental and parliamentary political representation. Likewise, the activity of this is primarily based on active participation in mayors and municipal and its main aims are the creation of legislative measures in areas pertaining to the competencies of municipalities, develop self-government democracy in the public administration in Czech republic and European Union, enhancing the economic independence of towns and municipalities and inform and educate representatives and employees.

1.2. Strengthening the Administrative Capacity of Municipalities via Inter-Municipal Cooperation

The Czech Republic belongs to the countries with the lowest number of inhabitants per municipality within the EU. This fact has two consequences:

The confidence in politics and political processes are higher in the municipal sphere. On the other hand, there is no possibility of managing all the necessary services with quality due to the lack of professional personnel. In consequence, there is an unequal access to public services among the population.

The *strengthening the Administrative Capacity of Municipalities via Inter-Municipal Cooperation* is a future project proposed by the Union of Towns and Municipalities that will try to solve the problems previously described establishing inter-municipal cooperation between municipalities. This idea of inter-municipal cooperation will consist in providing necessary and required services in the field of public administration with an emphasis on the self-government competence in such areas as municipality development, legal and administrative counselling, organizational and economical agendas, etc. Besides these joint services should ensure a proper and effective provision of public services to citizens.

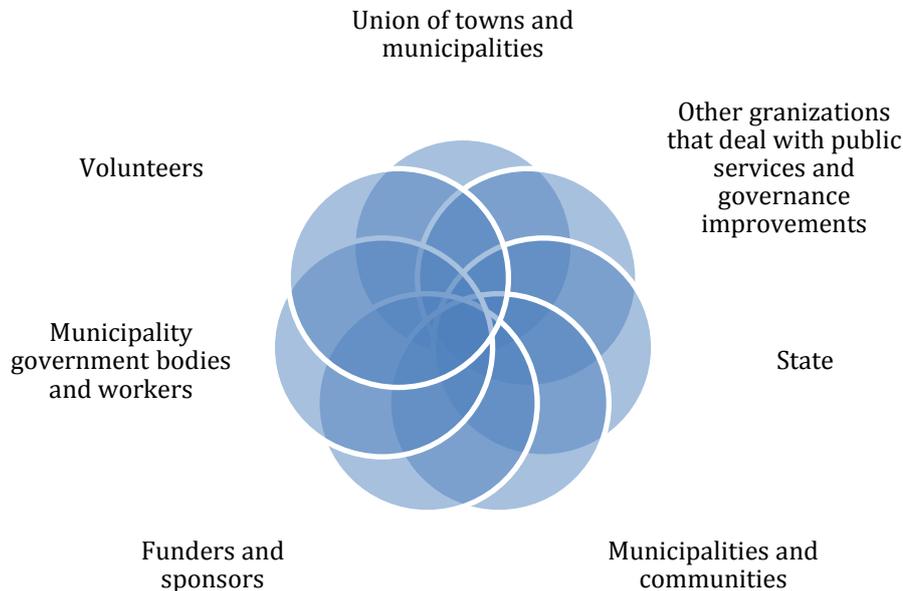
The location of the project will take place in the entire territory of Czech Republic and currently it has support (for inter-municipal cooperation) in over 2,600 municipalities in the Czech Republic reaching almost 80% of the population in the country.

Then, the main objective of this program are the improvement of the performance of public services, ensure the equal access to them for the public, enhance the awareness of public

services and its availability and quality and contribute to a knowledge transfer as well as improve the expertise of VAM employees.

2. Defining Stakeholders.

We have defined the main stakeholders of the Project. Stakeholder can be anyone, to whom the project may concern and who will be interested in it.



3. Logic Model

THE LOGIC MODEL OF THE PROJECT

Inputs	Activities	Outputs	Outcomes	Impacts
VAMs	Knowledge creation, extension and transfer	#Inter-municipality cooperation	Optimization of administrative capacity	Performance improvement
Location	Structuration and location of the centres of actions between municipalities.		Equal access to services Collaboration in the public services between	Better self-governance on the local level

CJMS	Provision of public services	#Better decisions	municipalities. Integration of VAMs in public administration.	Long-term sustainability
	Provision of expert advise	#Process the citizens' applications # Social care # Waste management	Self-governance competence Financial development High speed and quality of provided services	Systematic financing Raise awareness of services among public
Founding	Coaching and training	#Teams of experts and specialists		
Knowledge	Informing people about new services		Proposals of legislative, procedural and administrative changes.	Democratic "Bottom-up" governance

Assumptions

1. Municipalities perform better with the collaboration of VAMs.
2. Municipalities are eager to cooperate with each other.
3. The created centres and teams continue their activities.

Risks

1. The project will not be accepted by the Municipal administrative offices, because of the difficulty to accept innovations.
2. The cooperation between municipalities will not take place because of their
- 3 .The full information about the processes and implementation will not be possible to gather.

4. Evaluation Matrix

EVALUATION QUESTIONS	INDICATORS	DATA SOURCES	METHODS
EFFECTIVENESS			
Do the project improve and streamline the performance of Public Administration?	1. Services offered by similar Municipalities in other countries	1. Documents of the activities and impacts of the public services in other country.	Document Review
Do the project delegate powers of the Municipalities and provide public services as part of self-government?	1. Score on an instrument that measures self-knowledge of the employees 2. Frequency of communication of the staff the official channels. 3. Identify the efficient staff to use the way of communications efficiently	Data from centre	1. Network Analysis= Identify the communication map between each municipalities.
Does the citizens have a more equal access to public services?	Number of citizens who become public services user.	Data from centre	Survey about what social groups are using the public services= It should include Social Status
Have increased the awareness of public services in the citizens?	Number of material available on Webpage and Office Number of followers on social media groups Number of out-side campaigns about public services	Data from centre	Reach fans on Social Media per month.
Does increase the availability and quality of public services provided to citizens?	Number of Complaints, Suggestions and Congratulations per year.	Suggestion mail-box	To check the recommendation of the suggestions mailbox per month To interview different interests groups per month

EFFICIENCY/ECONOMY			
Were the resources and inputs converted to outputs in a timely and cost-effective manner?	Number of new users per year Length of the services decreased	Data from centre	Document Review
Does the percentage of productivity increase with the same amount of funds?	Increase of new users and expenditure of the budget.	Accountability	Document Review
Does length of the services decreased?	Difference between citizen request the service until the services was done.	Software	Document Review
SUSTAINABILITY/UTILITY			
To what extend are the project results (impact if any, and outcomes) likely to continue after the project?	1. Survey for general public	1. Survey administered to general Public online and in the office.	1. online and office survey
Is stakeholders' engagement likely to continue or institutionalized after the end of the project?	1. Survey for general public	1. Online survive for new users during the year	1. online and office survey

Evaluation Approach and stakeholders

The programme is newly developed and it is not yet implemented. For this reason we chose formative approach, since it ensures that planned programme is feasible, appropriate, and acceptable before it is fully implemented.

Evaluation Methods

Data will be collected through both quantitative and qualitative methods. By this way we will cover wide range of population including active and inactive beneficiary of public services.

Interviews and Feedbacks

In order to understand whether programme improved its access and quality we will conduct in-depth-interviews with programme benefiteres and we will record feedbacks from participants by installing mail-boxes in service centres.

Document Review

We will collect data from centres in order to analyse numbers of participants, budget management.

Surveys

Survey is good way to access high number of population who are active users of public services.

1. How likely are you going to use public services more frequently in future?
2. How satisfied you are with current public services that you are enrolled

Network analysis

We apply a communication analysis between members of staff to assess frequency as well as spread and depth of bonds and ties between them. Through this, we can review the spread and share of knowledge.

5. Evaluation Competence

Competency	Evidence of Demonstration
Reflective competency	The team act ethically and the work is based on honesty Consider the human rights in evaluation process
Technical competency	The team understands the concept of the project Defines evaluation methods Analyses and interprets the data
Situation competency	Identifies the interests of the stakeholders Identifies impacted stakeholders
Management competency	The team identifies the resources Identifies the issues/problems
Interpersonal competency	The team uses written, verbal, listen communication skills Uses technologies

Conclusion

The Quantum team was happy to work with the project.