

Appendix for “Do Governments put their Money where their Mouth is? Policy Adoption and Administrative Resource Provision in 15 OECD Countries”, published at *Perspectives on Politics*

Xavier Fernández-i-Marín

Markus Hinterleitner

Christoph Knill

Yves Steinebach

Supplemental Online material September 2024

Abstract

Technical documentation for “Do Governments put their Money where their Mouth is? Policy Adoption and Administrative Resource Provision in 15 OECD Countries”.

Contents

A	Coding manual (excerpt), social sector	2
A.1	Basic Coding Procedure and Main Concepts	2
A.2	Coding Categories	2
A.3	Coding Category 1: Policy Targets	2
A.4	Coding Category 2: Policy instruments	4
B	Data description	5
C	Administrative spending	7
D	Country-specific time lags	9
E	Saliency	10
E.1	Comparisons	10
E.2	Correlations	12
E.3	Alignment	13
F	Full model results	14
F.1	ML-SEM	14
G	Robustness	15
H	Interactions	17
I	Coding manual (excerpt), environmental sector	18
I.1	Coding Category 1: Policy Targets	18
I.2	Coding Category 2: Policy instruments	19
J	Interview Methods	20

A Coding manual (excerpt), social sector

A.1 Basic Coding Procedure and Main Concepts

At the most basic level, the coders have to identify single events of policy change in the collected legal documents and, for each single event, assess the direction of change, i.e., whether the event of policy change represents the introduction or abolishment of a given target-instrument-combination.

To come into consideration, a policy change has to meet the following requirements in form and content. Formally, a relevant policy change is any measure or provision in the collected legislation (and where necessary respective administrative circulars specifying these rules) that

- was published during the observation period, which starts on **January 1, 1990**, and ends on **March 31st, 2021**
- was adopted at the **national level**

The second point clearly excludes measures by sub-national jurisdictions such as regional or local bodies, even if the latter are state-like entities with far-reaching competencies as in federal states.

A.2 Coding Categories

The method used to assess and code policy change, is intended to be universally applicable, i.e. over a wide range of countries, irrespective of differing legal and administrative traditions. Thus, the coding rules comprise two invariant general categories. These are policy targets and policy instruments.

By means of these two categories, we seek to measure developments over time in a nuanced manner. Moreover, in order to assess whether a change represents the introduction or abolishment, we are interested in policy change relative to the previous state. Thus, as will be explained in more detail in this section, relative changes to the previous targets and instruments need to be coded. We are interested in the introduction and abolishment of (new) policy target (guiding question: *what is addressed?*), of policy instruments (*how is something addressed?*).

Recalling the observation period (January 1st, 1990 to March 31st, 2021), this stated focus on change has one important implication: Although the relevant information for deciding whether a legal act falls into the observation period is the date of publication, it might be the case that coders need to consult legislation originating from some year before 1980 in order to reconstruct the occurrence and the direction of change. For instance, if a law adopted in 2008 changes a law enacted in 1973, the latter legislation has to be considered in order to make a statement about the direction and nature of change taking place through the 2008 legislation.

A.3 Coding Category 1: Policy Targets

The first and most general coding category is policy targets. For analytical reasons, we use a very narrow conception of policy targets. By policy targets, we mean a very specific activity within a subarea of a policy field guided by the question: who or what is addressed? More specifically, a policy target is subject to state activities in order to achieve a political objective within a specific area. The tables below contain the policy targets this project is exclusively interested in. Thus, when screening the legislative acts, please identify the presence and/or abolishment of any policy targets from these lists and indicate these events of policy change as either introduction or termination.

One single target has to be coded only once per legislative act – it must not be coded multiple times. Any instrument concerning this specific target will be attributed to the one single target. If a policy target from the list is introduced for the first time, i.e. subject to governmental action for the first time, this particular event must be coded as policy introduction. If, by contrast, a policy target from the list is abolished, i.e. is not subject to governmental action anymore, this particular event must be coded as policy termination. Please note that the termination of a target entails the termination of all attached instruments, which have to be coded separately. The same is true when a target is addressed for the first time.

Unemployment benefits

1. Basic Unemployment benefits
2. Special Unemployment benefits: bad weather; seasonal unemployment benefits
3. Special Unemployment benefits: emergency aid
4. Special Unemployment benefits: special holiday payments
5. Special Unemployment benefits: partial unemployment benefits
6. Special Unemployment benefits: other
7. Unemployment fee/ contribution
8. Support for vocational education and training/ vocational reintegration expenses

9. Retention period (in case of quitting by the employee), i.e. a period of quarantine without benefits
10. Retention period (dismissal by the employer), i.e. a period of quarantine without benefits
11. Subsidized employment/ employment subsidies
12. Reimbursement of expenses related to active job search
13. Retention period (dismissal by the employer), i.e., a period of quarantine without benefits
14. Subsidized employment / employment subsidies (e.g., policies that introduce jobs which will to a large share be paid for by the unemployment benefits administration and are destined to serve the public good, such as additional jobs for relief agencies for elders, or jobs related to the maintenance of public parks)
15. Reimbursement of expenses related to active job search

Pensions

1. Basic People's Pension (standard-employee pension) for singles ("first layer pension" – basic minimum income for old-aged people, typically a pension of the same amount for all, regardless of contributions)
2. Basic People's Pension (standard-employee pension) for married couples
3. Basic People's Pension (standard-employee pension) for unmarried couples
4. Additional People's Pension for singles ("second layer pension" – pensions originating from another source than the basic people's pension, typically dependent on contributions/income)
5. Additional People's Pension for married couples
6. Additional People's Pension for unmarried couples
7. Special Pensions for singles (e.g., pensions paid to old-aged people who retire earlier than most of the working population)
8. Special Pensions for married couples
9. Special Pensions for unmarried couples

Child benefits

1. Basic child benefits (children)
2. Special child benefits, e.g., special subsidy for juveniles having not reached majority (often 16-18 years) / youth benefit or indirect child benefits like means-tested family assistance (juveniles)
3. Payments for giving birth to children (birth)

A.4 Coding Category 2: Policy instruments

We define a policy instrument as a tool or means adopted to achieve the underlying political objective of the selected environmental policy target. A policy instrument thus describes the type of governmental action adopted for a given policy target. A policy instrument is intended to have a regulating and/or guiding effect on people's actions. The tables below contain all potential policy instruments for environmental policy. For each policy targets, if addressed, there is at least one policy instrument defined as a tool to achieve the underlying political objective. Yet, any policy target may be addressed by means of various policy instruments. For each addressed policy target, the coders are asked to identify all instruments. Please note that a given policy instrument belongs to one type/group only.

The following table is exhaustive, containing the most common social policy instruments.

Instrument	Description	Example
Universal benefits / Allowance	A payment of a certain amount of money by the state, irrespective of means	Unemployment benefit, child benefit; orphan's benefit
Means-tested benefits	The entitlement to these benefits is usually not affected by whether a person has paid contributions or fees to an insurance scheme. Means-tested benefits are affected by the claimant's capital and income and involve a calculation (means-test). Based on that calculation it is determined whether a person is eligible for this benefit at all.	Income subsidy for persons with income that is insufficient for living above the poverty level
Contribution / fee	Payment made by citizens to a state agency to receive certain benefits	Fee for unemployment insurance
Tax exemption / subsidy	A reduction of tax payments to provide income tax savings	Child tax exemption
Bonus / grant	one-off grant / payment of money, irrespective of means	Bonus for giving birth to a child; reimbursement of expenses related to job search
Retention	Non-payment of a certain allowance	Retention period for unemployment benefit
Other	Any instrument that cannot be assigned to the given categories	(...)

B Data description

Table 3: Summary statistics. Explanatory variables that are sector-invariable.

Variable	Mean	Std. Dev.	Min	Pctl.25	Median	Pctl.75	Max
Electoral competition	0.25	0.22	0	0.014	0.22	0.43	0.68
Institutional fragmentation	0.5	0.095	0.21	0.43	0.5	0.54	0.72
Ideology, average	5.2	1.4	2	4.2	5.1	6.4	7.7
Corporatism	0.46	0.42	-0.31	0.22	0.5	0.66	1.3
Size	0.17	0.063	0.035	0.13	0.16	0.2	0.35
GDPpc	39882	15540	15789	31294	36658	45661	82998
Debt	65	25	24	48	60	80	146

Table 4: Summary statistics. Explanatory variables for the social sector.

Variable	Mean	Std. Dev.	Min	Pctl.25	Median	Pctl.75	Max
Issue salience	0.13	0.083	0.018	0.065	0.12	0.16	0.42
Policy costs (pensions)	0.1	0.43	-1.4	-0.074	0.067	0.21	3.9
Policy costs (unemployment)	-0.03	0.82	-2.6	-0.49	-0.077	0.39	5.1
Size	0.14	0.042	0.066	0.12	0.14	0.17	0.23

Table 5: Summary statistics. Explanatory variables for the environmental sector.

Variable	Mean	Std. Dev.	Min	Pctl.25	Median	Pctl.75	Max
Issue salience	0.056	0.04	0.003	0.023	0.046	0.076	0.25
Policy costs (dummy)	0.3	0.46	0	0	0	1	1
ENGOS by population	0.48	0.58	0.024	0.048	0.19	0.95	2.2
Size	0.19	0.071	0.035	0.14	0.19	0.24	0.35

Policy costs.

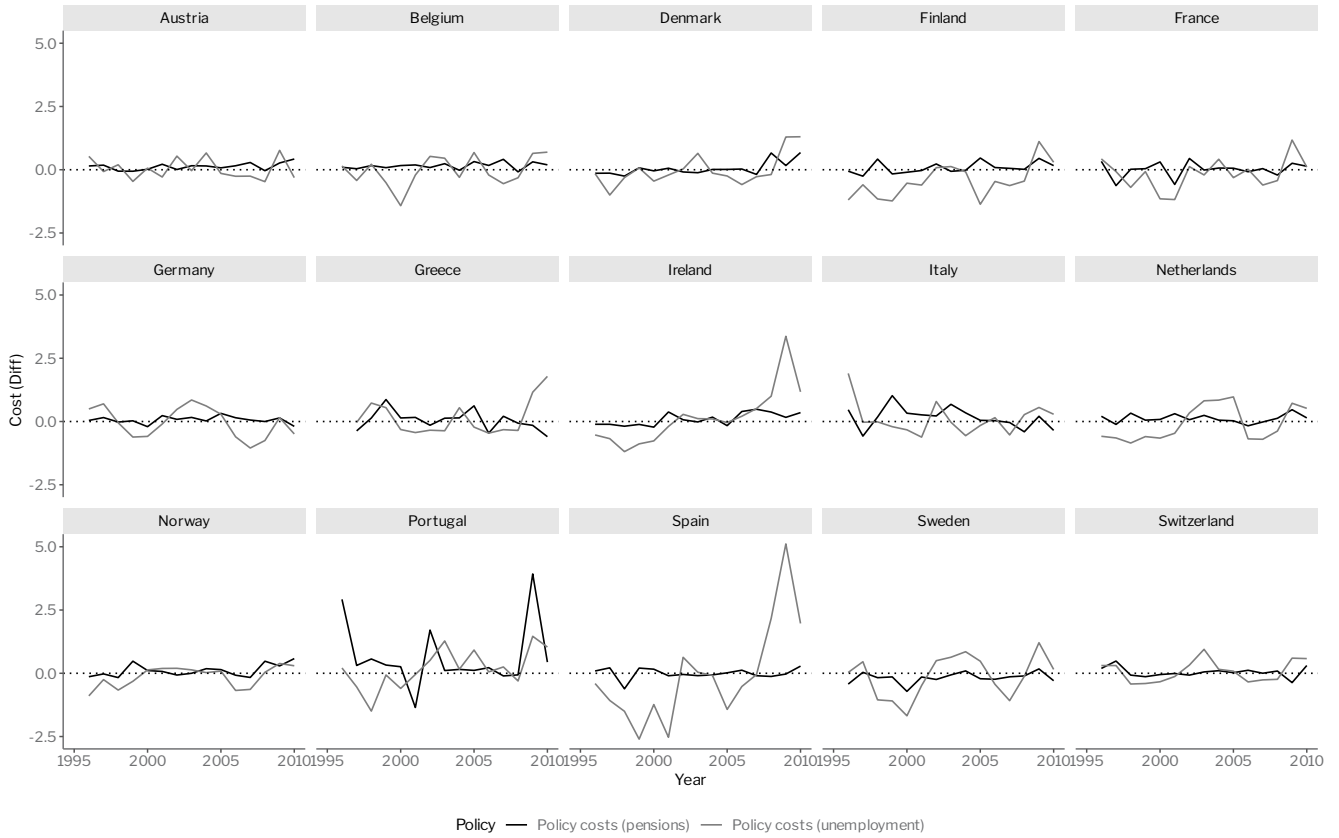


Figure 1: Policy costs (Diff).

Institutional fragmentation

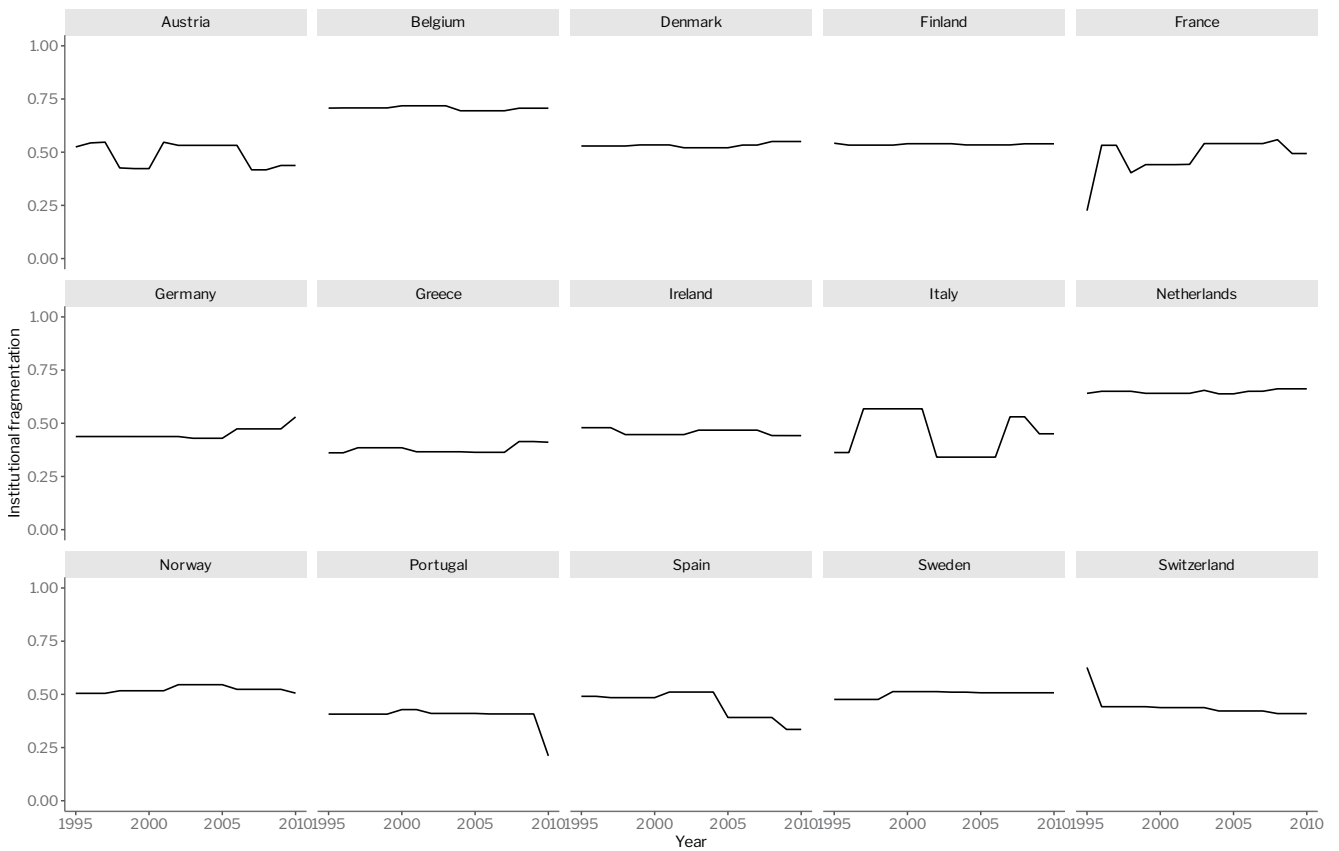


Figure 2: Institutional fragmentation.

C Administrative spending

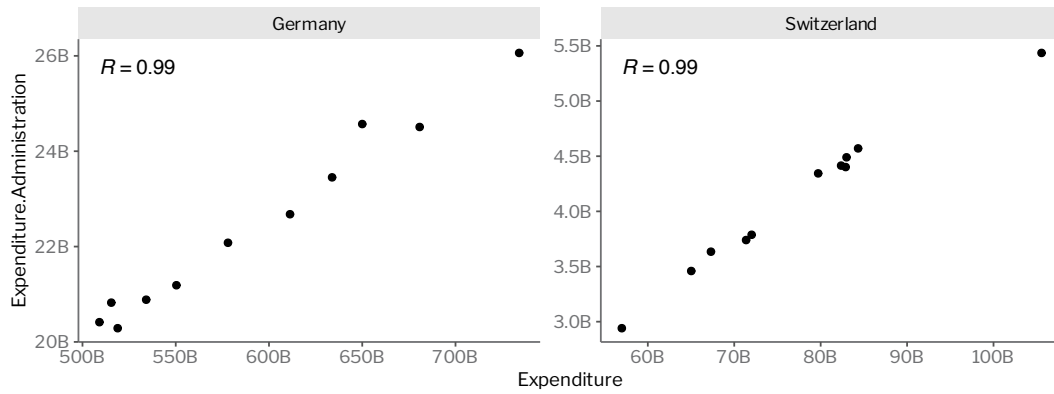


Figure 3: Correlation between total social spending and spending on administrative costs. Administrative spending is indicated as a fixed share of a country's total social spending. Source Eurostat 2022.

Table 6: Administrative capacity (Fernández-i-Marín et al. 2023) and expenditure

<i>Dependent variable:</i>	
	APSR
log(Expenditure.Absolute)	0.189*** (0.025)
'Cost Unemployment (diff)'	0.007 (0.008)
'Cost Pensions (diff)'	-0.027** (0.013)
Fixed effects	Country FE
Observations	224
R ²	0.989
Adjusted R ²	0.988
Residual Std. Error	0.078 (df = 206)
F Statistic	1,009.800*** (df = 18; 206)

Note: *p<0.1; **p<0.05; ***p<0.01

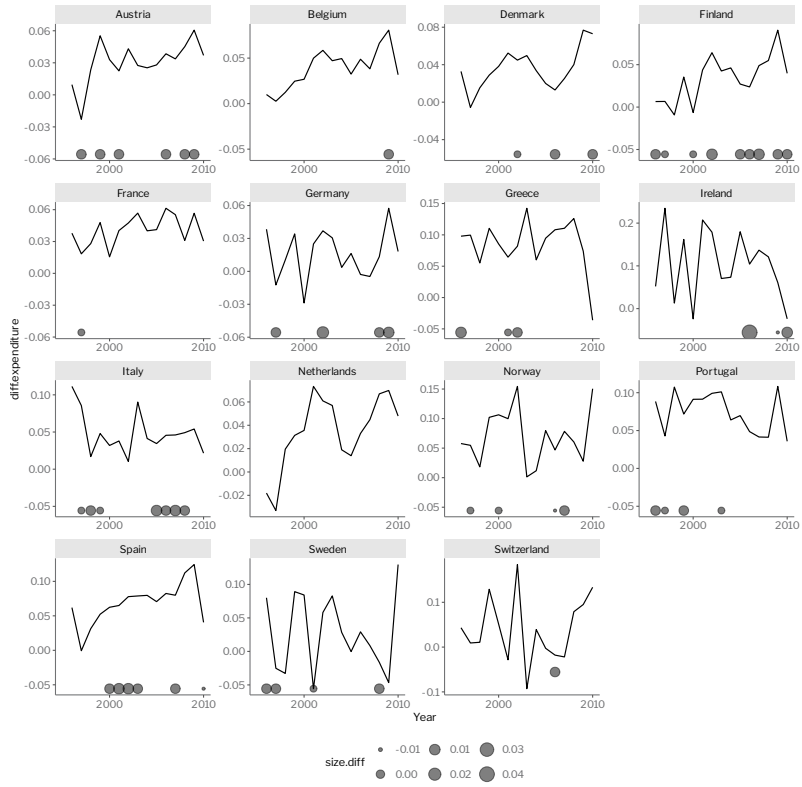


Figure 4: Temporal evolution of diff expenditure with policy growth size (dots).

D Country-specific time lags

Table 7: (#tab:higly-likely-lags-104-capped)Highly likely lags at each country.

Country	Lag
Austria	2
Greece	2
Ireland	2
Belgium	3
Denmark	3
Finland	3
France	3
Germany	3
Italy	3
Netherlands	3
Norway	3
Portugal	3
Spain	3
Sweden	3
Switzerland	3

E Salience

E.1 Comparisons

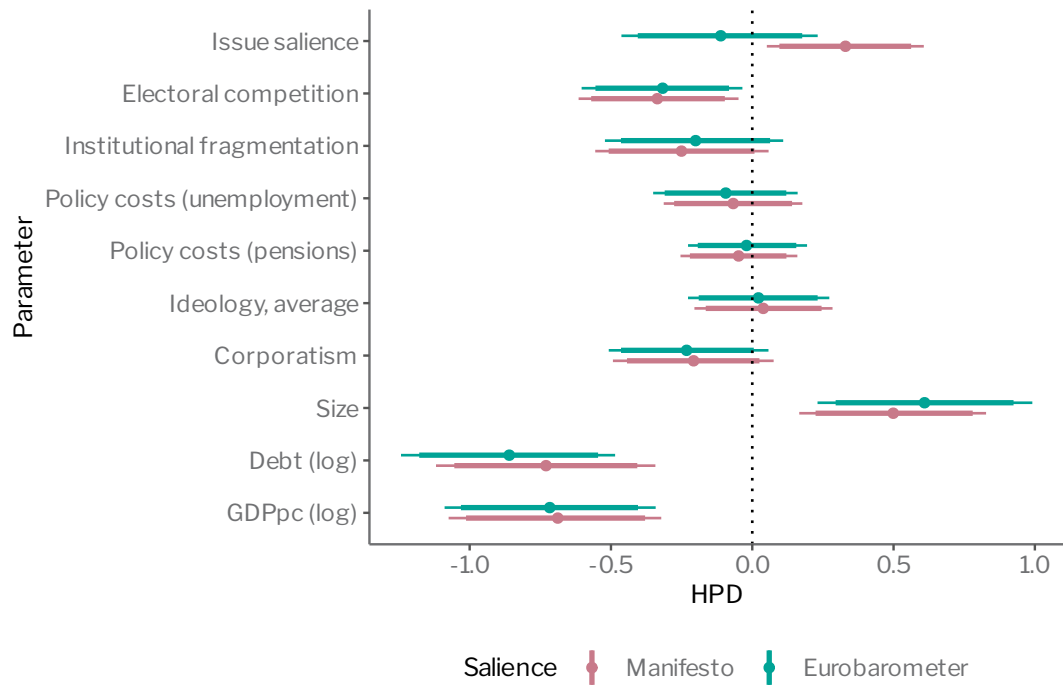


Figure 5: Comparison of model results with salience coming from the Manifesto or the Eurobarometer. Reference model.

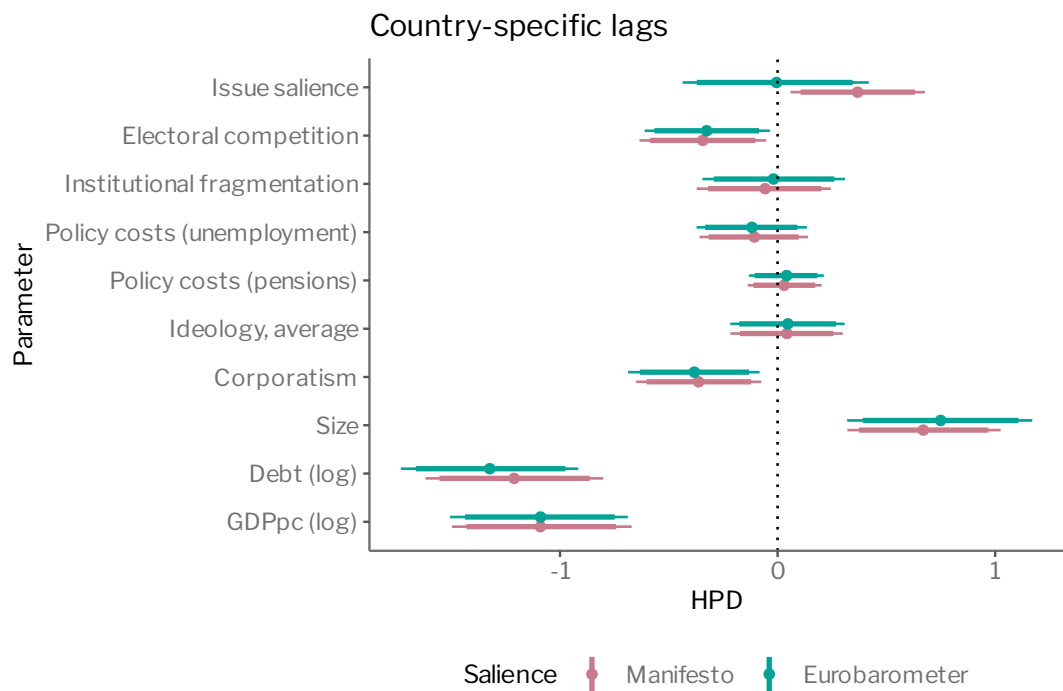


Figure 6: Comparison of model results with salience coming from the Manifesto or the Eurobarometer. Country-specific lags.

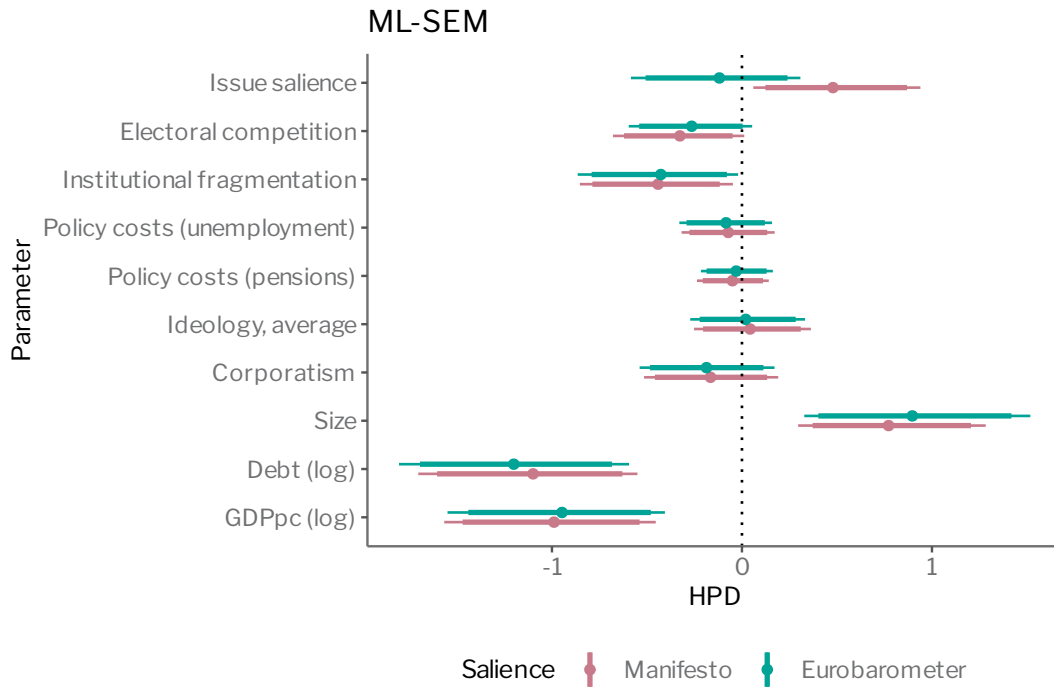


Figure 7: Comparison of model results with salience coming from the Manifesto or the Eurobarometer. Cross-lagged panel model with country-fixed effects.

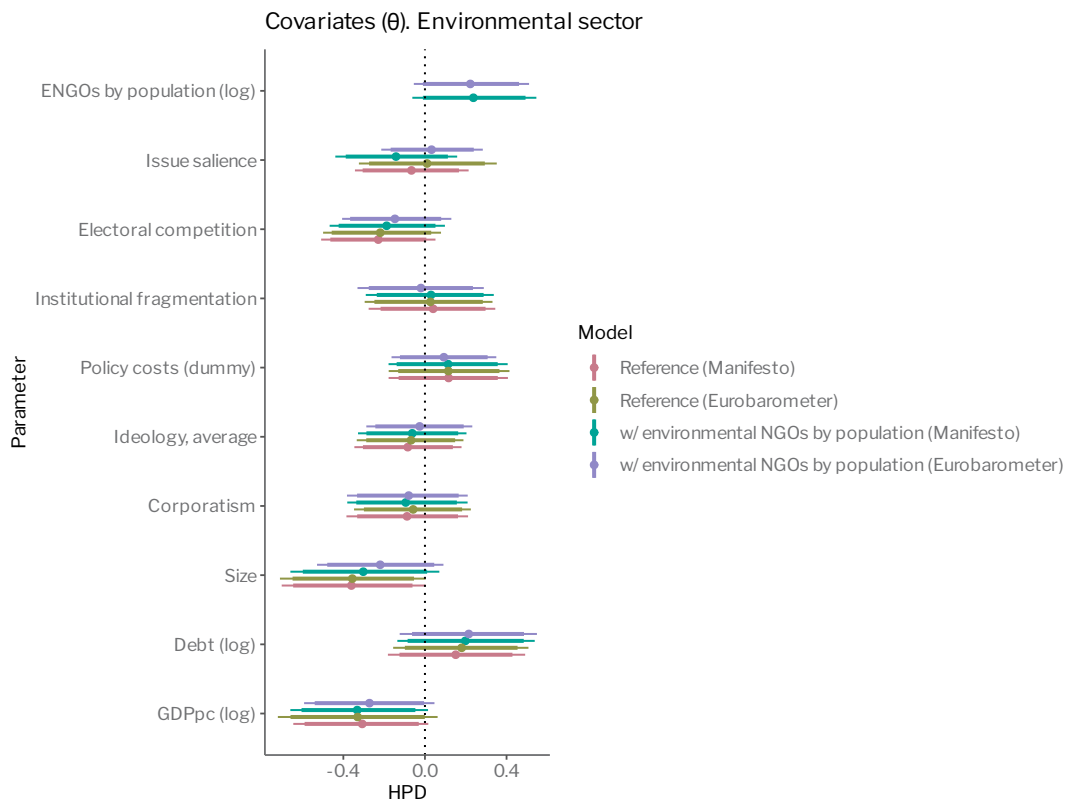


Figure 8: Comparison of model results with salience coming from the Manifesto or the Eurobarometer. Model references with and without environmental NGOs. Environmental sector.

E.2 Correlations

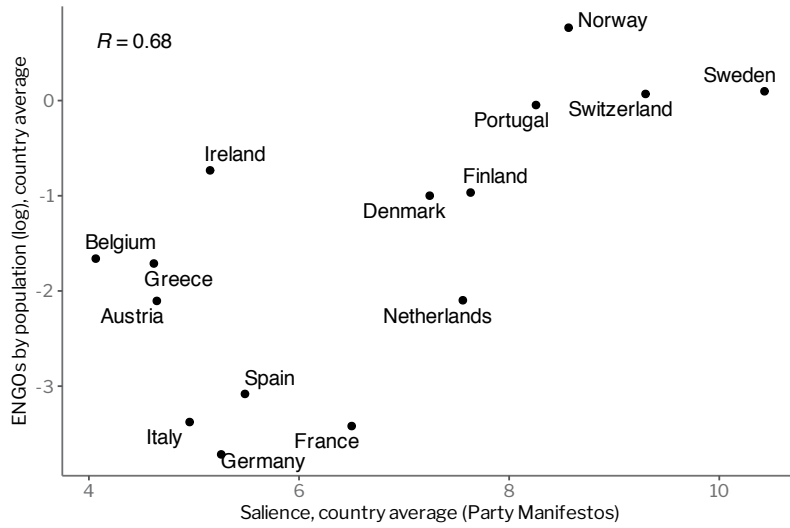


Figure 9: Correlation between country averages of ENGOS by population (log) and Salience (Party Manifestos).

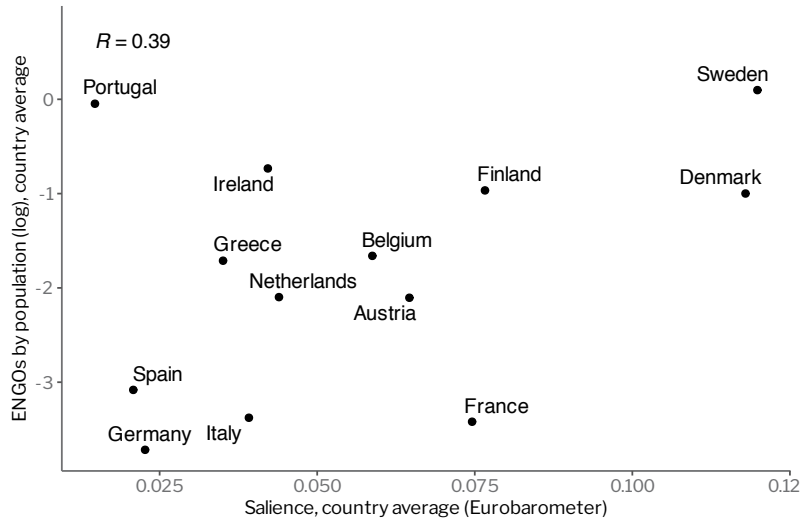


Figure 10: Correlation between country averages of ENGOS by population (log) and Salience (Eurobarometer).

E.3 Alignment

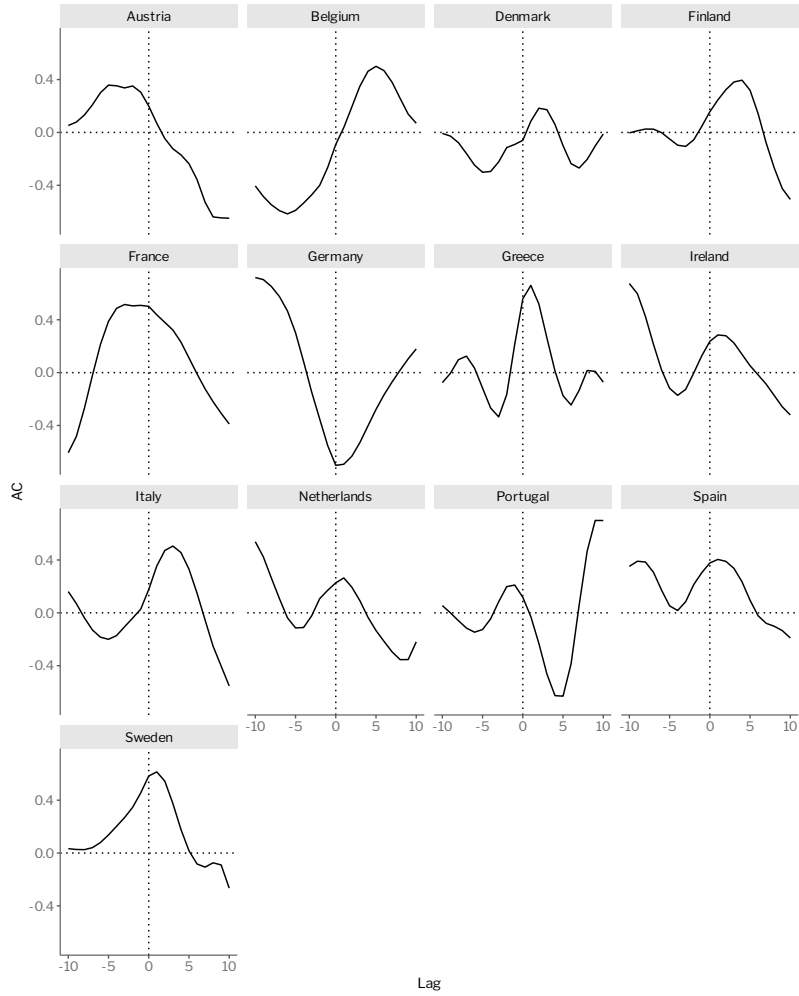


Figure 11: Time-lagged cross-correlations between Salience measured in Eurobarometer or Party Manifestos. When the lag is negative, salience changes in the Eurobarometer lead changes in Party Manifestos. When the lag is positive, salience changes in Party Manifestos lead changes in the Eurobarometer.

F Full model results

F.1 ML-SEM

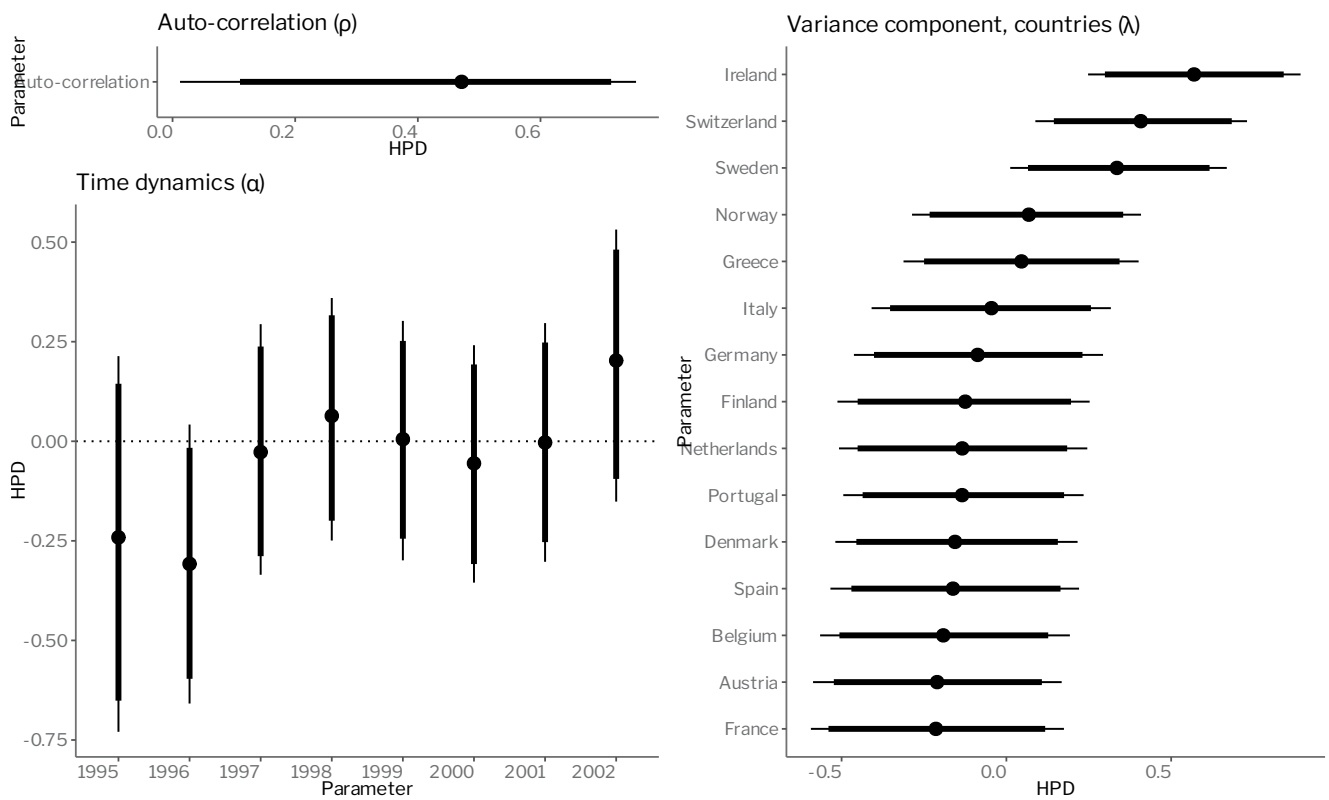


Figure 12: Auxiliary parameters: auto-regressive component (ρ), temporal dynamics (α) and country-specific variances (λ).

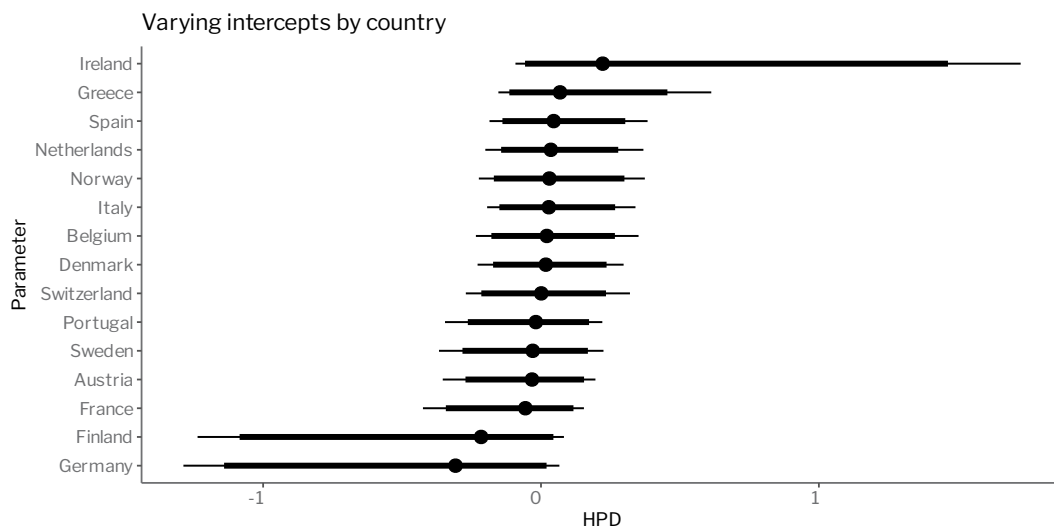


Figure 13: Auxiliary parameters: ML-SEM country-varying intercepts (γ).

G Robustness

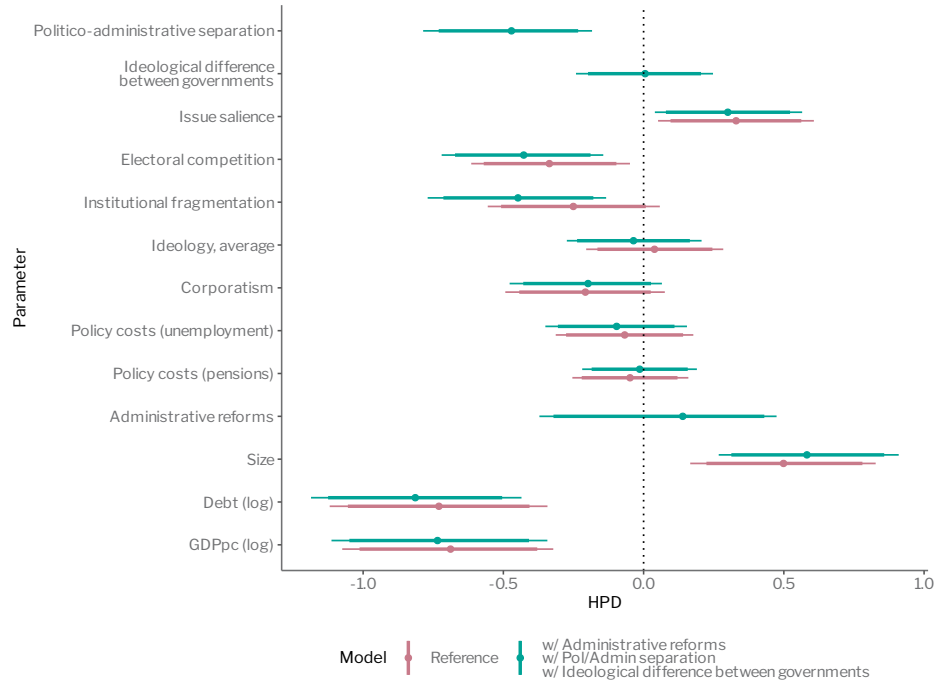


Figure 14: Comparison of model results with regional autonomy, ideological difference between governments and politico/administrative separation. Social sector.

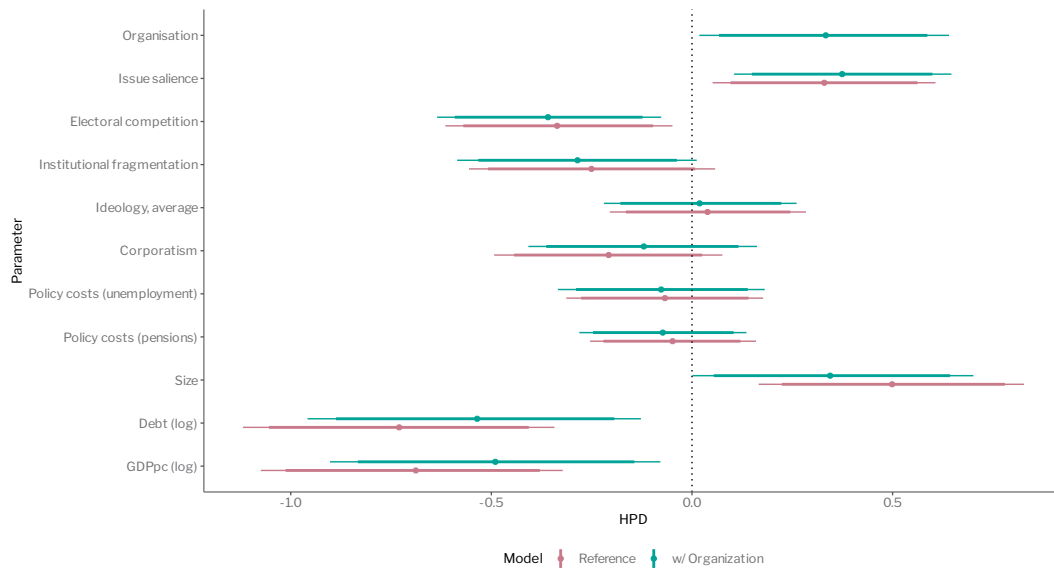


Figure 15: Comparison of model results with an organizational component. Social sector.

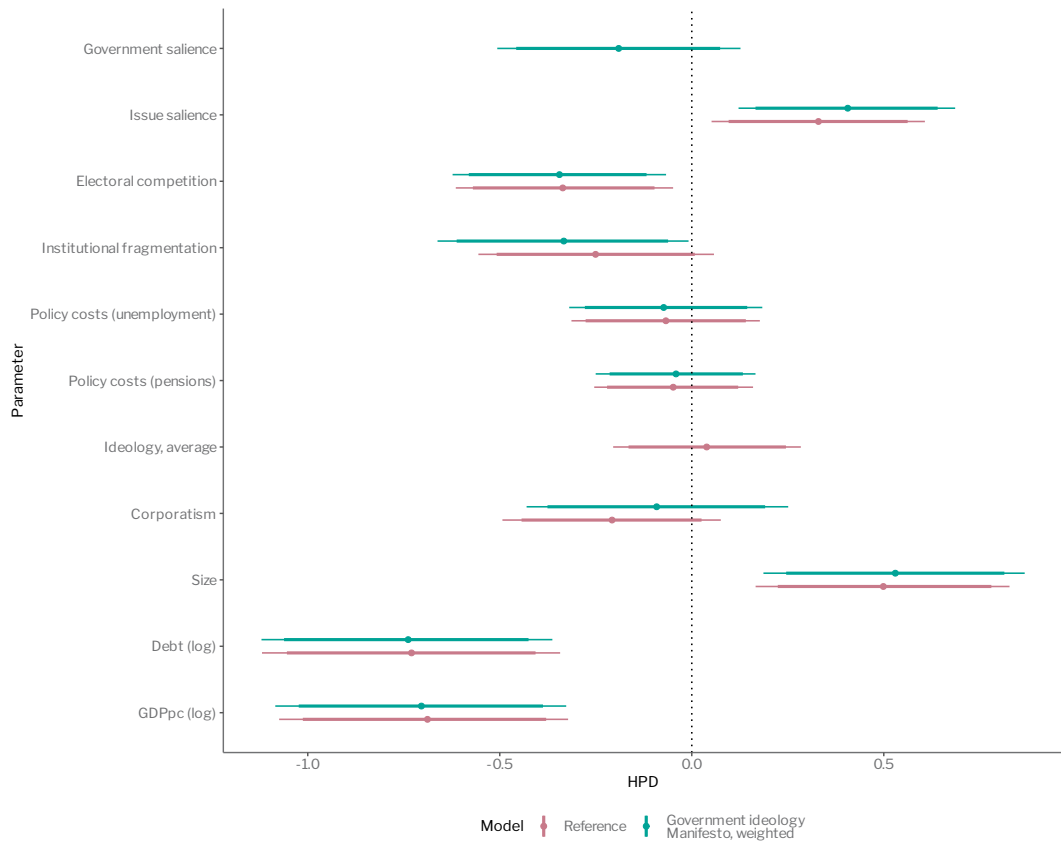


Figure 16: Comparison of model results with specifications of government ideology. Social sector.

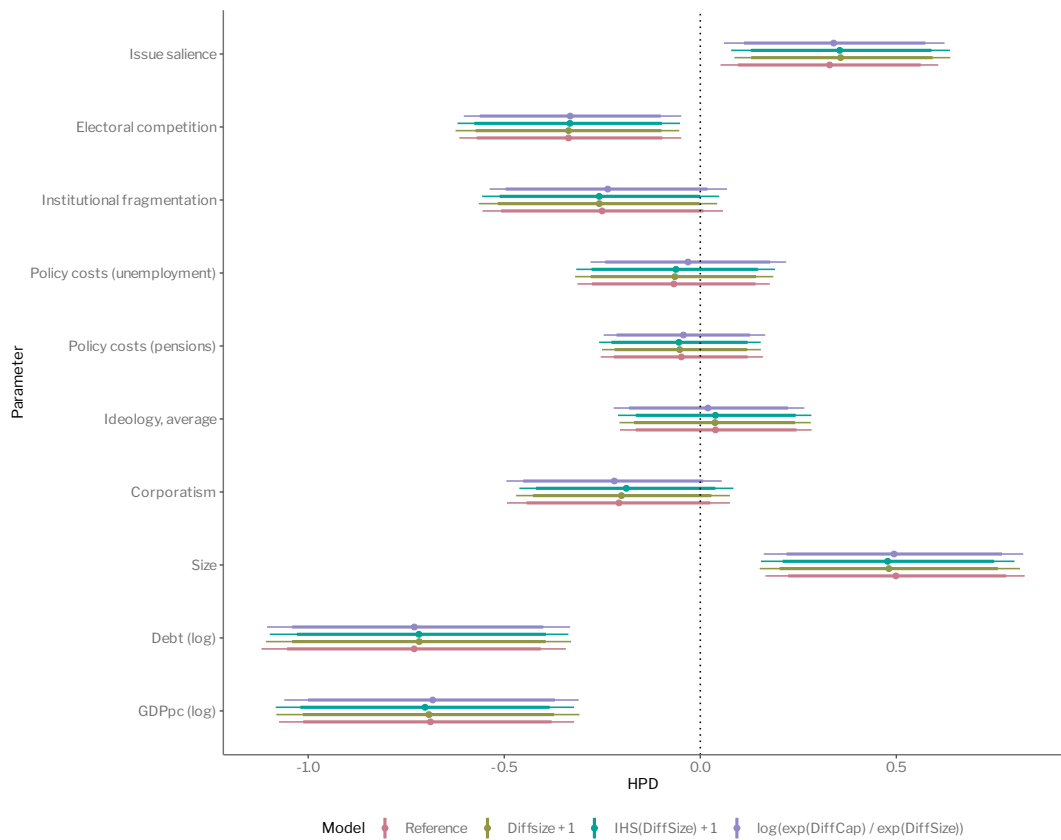


Figure 17: Comparison of model results with compensations transformed. Social sector.

H Interactions

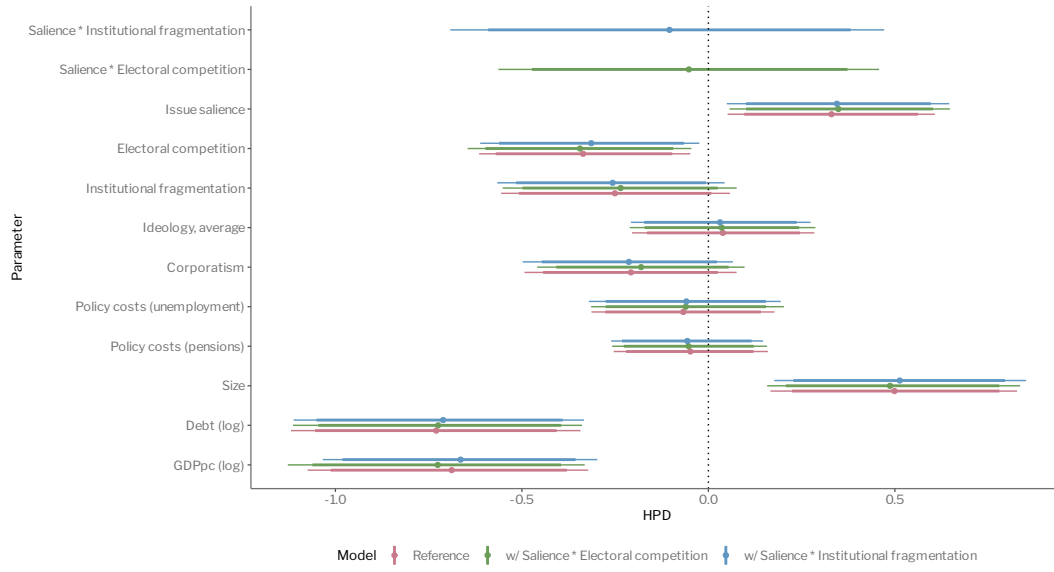


Figure 18: Comparison of model results with interactions. Social sector.

I Coding manual (excerpt), environmental sector

I.1 Coding Category 1: Policy Targets

Clean Air Policy

1. Air quality standards for nitrogen oxides (NO_x)
2. Air quality standards for sulphur dioxide (SO₂)
3. Air quality standard for carbon monoxide (CO)
4. Air quality standard for particulate matter
5. Air quality standard for ozone (O₃)
6. Air quality standard for lead
7. Nitrogen oxide (NO_x) emissions from large combustion plants using coal
8. Nitrogen oxide (NO_x) emissions from passenger vehicles using unleaded gasoline
9. Nitrogen oxide (NO_x) emissions from heavy duty vehicles using diesel
10. Sulphur dioxide (SO₂) emissions from large combustion plants using coal
11. Sulphur dioxide (SO₂) emissions from passenger vehicles using unleaded gasoline
12. Sulphur dioxide (SO₂) emissions from heavy duty vehicles using diesel
13. Carbon dioxide (CO₂) emissions from large combustion plants using coal
14. Carbon dioxide (CO₂) emissions from passenger vehicles using unleaded gasoline
15. Carbon monoxide (CO) emissions from large combustion using coal
16. Carbon monoxide (CO) emissions from passenger vehicles using unleaded gasoline
17. Particulate matter emissions from large combustion plants using coal
18. Arsenic emissions from stationary sources
19. Maximum permissible limit for the lead content of gasoline
20. Maximum permissible limit for the sulphur content of diesel
21. Carbon dioxide (CO₂) emissions from aviation activities
22. Maximum permissible limit for the sulphur content of petrol (gasoline, benzine, fuel)

Water Protection Policy

1. Lead in continental surfaces water (i.e. waters that flow or which are stored on the surface, and include natural water channels like rivers, surface runoff, streams, lakes and others)
2. Copper in continental surfaces water
3. Nitrate (NO₃⁻) in continental surfaces water
4. Phosphates in continental surfaces water
5. Zinc in continental surfaces water
6. Oils in continental surfaces water
7. Pesticides (fungicides, herbicides, insecticides, exempt DDT) in continental surfaces water
8. DDT (Dichloro-Diphenyl-Trichloroethane) in continental surfaces water
9. Phenols (as total C) in continental surfaces water
10. BOD (Biochemical Oxygen Demand) of continental surfaces water
11. Lead from industrial discharges into continental surfaces water
12. Copper from industrial discharges into continental surfaces water
13. Nitrate (NO₃⁻) from industrial discharges into continental surfaces water

14. Phosphates from industrial discharges into continental surfaces water
15. Chloride (Cl⁻) from industrial discharges into continental surfaces water
16. Sulphates from industrial discharges into continental surfaces water
17. Iron from industrial discharges into continental surfaces water
18. Zinc from industrial discharges into continental surfaces water
19. Oils and greases from industrial discharges into continental surfaces water
20. Pesticides and herbicides from industrial discharges into continental surfaces water
21. Phenols (as total C) from industrial discharges into continental surfaces water
22. Coliform bacteria from industrial discharges into continental surfaces water
23. BOD (Biochemical Oxygen Demand) from industrial discharges into continental surfaces water
24. COD (Chemical Oxygen Demand) from industrial discharges into continental surfaces water

Conservation Policy

1. Native Forests
2. Nature protection areas and reserves
3. Import and export of endangered species
4. Import and export of endangered plants

I.2 Coding Category 2: Policy instruments

Instrument	Description	Example
Obligatory standard	A legally enforceable numerical standard, typically involving a measurement unit, e.g. mg/l	Limit value for lead emissions in surface water, e.g. 50 mg/l
Prohibition / ban	A total or partial prohibition/ban on certain emissions, activities, products etc.	Ban on importation of products containing flurochlorocarbons
Technological prescription	A measure prescribing the use of a specific technology or process	Installations have to be operated in accordance with the principle of 'best available techniques' (BAT)
Tax / levy	A tax or levy for a polluting product or activity	Tolls and road user charges for trucks depending on the emission class
Subsidy / tax reduction	A measure by which the state grants a financial advantage to a certain product or activity	Tax reduction for vehicles in series production complying with a regulation
Liability scheme	A measure that allocates the costs of environmental damage to those who have caused the damage	Establishment of an emission trading system
Planning instrument	A measure defining areas or times that deserve particular protection	Action plans indicating the measures to be taken during times when there is a risk of the limit being exceeded
Public investment	A specific public investment	Programs given financial support for the retrofitting of in-use vehicles and for scrapping old vehicles
Data collection / monitoring programmes	A specific programme for collecting data	Establishment of measuring stations designed to supply the data necessary for the application of a certain regulation
Voluntary measures	Voluntary agreements or commitments between the state and private actors or by private actors alone	Manufacturers can apply for the CO ₂ savings achieved as a result of eco-innovation (if approved can used to contribute to manufacturer's specific emissions target)
Information-based instrument	Information provided by the state or the polluters indicating the environmental externalities of a certain product or activity	Label on fuel economy and CO ₂ emissions of a vehicle displayed at the point of sale.
Other	Any instrument that cannot be assigned to the other categories	(...)

J Interview Methods

We undertook background interviews in five countries that exhibit variations in terms of their administrative resource provision. Our quantitative analysis indicate that the most recent policy social policy changes in Germany and Denmark were accompanied by commensurate resources, while this was *not* the case in Ireland, Portugal, and Italy. This macro-level insight is echoed by the qualitative information derived from interviews. To illustrate this point, *Table 1* presents select excerpts from our interviews with implementers working in the social policy administration of these five countries.

Germany	
D_2	"We had 25 billion euros on the books because we were doing well and we defended it against all political wishes."
D_3	"If that doesn't work, then we go to the next level. Things are realized there, but the question is always whether they [resources] come together in time. That is usually the critical point. Most of the time there is a bit of a misalignment [between new tasks and additional resources]. And that hurts to a greater or lesser extent at one point or another. But usually something happens...I have the feeling that we are being listened to and that we are perceived as a good advisor. That is my impression."
D_6	"But of course if we need more people beyond the capacity plan or something like that, then of course they have to agree, then we need, yes - someone has to pay for it - some provider, those people, and then of course we always need the "okay", but that can actually always be justified quite well and they have actually always gone along with it so far. It is not the case that somebody comes here and says: No, you cannot have the staff capacities. I think you can always make it quite clear what the consequences are if you don't have them."
D_8	"It is fair to say that an increase in personnel, although it has taken place, is always a lengthy process. You really have to justify it with case numbers and workload figures. (...) You have to provide figures to show where, for example, there is a deficit of size x, and then the politicians decide whether or not to remedy the situation. Sometimes, of course, a process like this can drag on for several years until a remedy is found."
D_10	"There were situations such as the refugee crisis, where money was really pumped into the system. That's the way it has to be said. There was significantly more money. In the case of the Participation Opportunities Act, I went and had additional staff approved because I simply said: It can't be done with the existing staff. I would like to have extra capacity. If I want to do it properly and cleanly, then I need that. This was then also approved and also backed with money. That was no problem."
Denmark	
DK_1	"Normally, if it's law, [...] we have to reorganize, of course, to put in more capacity into the projects, if we can see that we are not keeping deadlines. [...] We are looking at the resources, filling in new resources or maybe also asking people to do overtime, if it's needed and if they are agreeing to it." "So, if we need more resources, then we have to negotiate with superior authorities. [...] If the superior bodies are asking us to help with new tasks, when we are dealing with them, we are negotiating with them on the price. In Denmark it is written in the law, what the administrative costs is for implementing new regulation."
DK_2	"They don't come to us to implement new laws, which we would not be able to implement."

	<p>“I do not think we have less or stagnating resources, because we get our costs covered. So, if we have legislation and laws that need a system change, we are able to hire the people we need. So, we have our costs covered.”</p> <p>“We just do what the law mandates us [...] and we normally achieve those goals.”</p>
DK_3	<p>“They [staff and office] tell the politicians that we also need to make a plan for the implementation, and we need to get enough resources to do the implementation. And I think they are quite good to explain this. So that is very lucky.”</p>
DK_4	<p>“I think, we are quite well equipped with capacities. Certainly, we are very busy in the Job Center, but I think we have sufficient resources.”</p> <p>“I think we have some scope for still pursuing our tasks. Yeah, certainly.”</p>
DK_5	<p>“It costs money, and it costs time and resources to implement it, and therefore we have to have an overhead. So, for a lot of our reforms, there is an overhead for manpower in the agency, explicit to do this reform.”</p>
DK_6	<p>“From the Ministry of Employment in Denmark, there are often funds we can seek in projects. A targeted project for certain groups within our unit’s responsibilities. And we can try and get funds from them, send an application, get a project, and additional funding for the project period. That’s one way we can try and get more funds externally.”</p>
Italy	
IT_1	<p>“We are not so influential. We try to adapt to the choices of organizing work that rains down on us from above.”</p> <p>“There are sometimes problems in our workflow because sometimes the funding taps are shut down. They open and close the funds, reset them, reopen them. [...] There are sometimes services we do try to process because we know if we don’t work it now, we run out of money.”</p>
IT_2	<p>“For some years, there have been no more recruitments of large numbers of new people who naturally need more investment in the beginning in training activities. There are even less resources.”</p> <p>“For a long time, we haven’t had openings for new staff. [...] for many, many years there haven’t been any bigger calls for tender.”</p>
IT_4	<p>“With the decrease in staff and the ever-increasing new services, that the public administration must guarantee in order to cope with new social problems, we found ourselves in a situation where this workload could no longer be handled.”</p> <p>“So many things are done. Politics makes the law. When a new pension reform comes, we are in the eye of the storm. But with a real revolution, like the Brunetta reform, it cannot be attributed to the institution [...], but we keep the law given to us.”</p>
IT_5	<p>“In our agency, we are missing a bit - but not only we, it is a bit of a common problem – a replacement of staff, in the sense that many people are retiring and are not being replaced. So, it is clear that workloads are getting heavier, and people are facing more issues and workloads, so indeed, this problem exists, and we feel it.”</p>
IT_7	<p>“We are continuously introducing change in our sector, in the law, without leaving enough time for the implementation. The political level prefers to introduce something new instead of letting work what is already there.”</p> <p>“No, no, no, no, we cannot [effectively cope with more increases in workload]. Especially now, we just approved a new poverty plan and a new social policy plan, and they are ambitious. [...] But we were too few before [in terms of staff], and now that we start to implement all the things that we put into the two plans, the poverty plan - it’s a three-years-plan – and the social policy plan, we won’t be enough again. So, I hope that we receive new resources, because we are otherwise not able to fulfil the objectives.”</p>

IT_8	<p>“Unfortunately, it is not possible to hire because there are budgetary constraints and therefore, we cannot... It is a fairly aged public administration [...] Although many people retire, they are not replaced.”</p> <p>“We are unfortunately all quite stretched a staff. We are quite down to the bone as human resources. So, it becomes a bit difficult.”</p>
Ireland	
IE_1	<p>“Or one of the things that keep me awake at night is in all of this change, that we don’t do something that stops people from saving for their pension or, or not taking a pension out over the coming kind of 12 or 18 months, because there’s a lag, there’s a lag in that feedback. (...) So I think that’s something we’d be quite conscious of that, that there’s a a huge risk there.”</p>
IE_5	<p>“I’ll be honest, a lot of it just lands on your desk and you have to get on with it. (...) Bottom line is, we just got to get on with it, and we do. “</p>
IE_7	<p>“This is where we are falling down. I would have to do a business case for extra staff. Now, it’s so strict. It has to be signed off by the Assistant Secretary General. So it doesn’t happen. We’re really just been given: "this is your remit, we have conducted the exercise. This is what we feel activation need to be able to do their job. This is what you’re getting. Don’t come looking for more." Yeah, it’s very, very strict and very difficult to get extra staff I have to say and I can’t see a change in in the near future. In fact, I think it’ll actually get tighter again.”</p> <p>“You can send down as many policies or changes that you want, but if you don’t have the stuff to do it and we didn’t really, like there wasn’t really any extra resources or staff (...).and that’s it, you know, it’s up to us to, to do it. Yeah, sure. Yeah.”</p>
Portugal	
PT_2	<p>“I have always witnessed peaks in workload. (...) To meet the needs of people and respond to the requests it meant a huge overload because the unemployment skyrocketed but the staff did not, remained the same. So, those very same people had to work three times as much. “</p> <p>“The teams really do give everything to achieve the targets. We do not always execute the targets. Many times they are defined based on the numbers of unemployment, number of people who need a response, without taking into account the resources available to meet those demands.”</p> <p>“But evidently when I hear the announcement of any new program or measure I get scared and wonder how we are going to do it”.</p>
PT_3	<p>“There has been clear pressures from macro policies to cut on expenses but the services need workers.”</p>
PT_4	<p>“But it seems to me that, more important than the economic issue, is a political will - more than perhaps the political will is the way of managing public administration. (...) There is actually sometimes a concern to adapt the policies, measures and programs that we develop to what the market needs most. (...) What is then lacking, it seems to me, is to provide the bodies responsible for implementing these new policies with the necessary instruments for this. And we are talking about human capital, human resources, but also material resources. And this concern with having measures and policies that are as adjusted as possible to the social economic fabric is real. (...) In fact, it is not accompanied by effective investment in organizations so that these policies and measures can be implemented.”</p> <p>“It’s no use having a good law if we don’t have the capacity to implement it afterwards. It doesn’t get off the ground, does it?”</p>

	“The lack of investment that exists in the public administration sometimes exists because those who have the competence to decide the investment are not faced with the problems that the lack of investment causes.”
--	---