

## **The Impact of the COVID-19 Epidemic on the Efficiency of Public Administration: A Case of General Territorial Administrative Units**

You are kindly invited to participate in the research entitled '*The Impact of the COVID-19 Epidemic on the Efficiency of Public Administration: A Case of General Territorial Administrative Units*', which is carried out by researchers from the Faculty of Public Administration, University of Ljubljana. There are 21 questions grouped in six parts of the questionnaire. This survey is addressed to the heads of general territorial administrative units (hereinafter 'administrative units') in selected countries, hence, please adjust your answers to some questions and their elements that might not apply in your country or the type of administrative authority.

Despite your numerous obligations, please take about 15 minutes of your valuable time and give your views on what has been and is happening in your institution during and will presumably remain so as a mode of operations after the COVID-19 epidemic. Responses will be processed anonymously and in aggregate form only. The data collected will be used for research purposes only.

Thank you very much for participating in our survey!

Prof. Aleksander Aristovnik, PhD  
Head of the Programme

## A. GENERAL

(Q1) For the time of the epidemic, compared to normal operations, **please do estimate the following characteristics of legislation, guidelines and instructions (measures) defining the competences of the administrative unit.**

	significantly smaller	smaller	equal	higher	significantly higher
clarity – unambiguity	1	2	3	4	5
inconsistency by areas/ministries	1	2	3	4	5
speed of adoption or enforcement	1	2	3	4	5
abundant quantity – volume	1	2	3	4	5

(Q2) For the time of the epidemic, compared to normal operations, **please do estimate the frequency of cooperation between your administrative unit and ministries and other administrative authorities through the following communication channels.**

	significantly smaller	smaller	equal	higher	significantly higher
personal contacts (meetings, appointments, etc.)	1	2	3	4	5
phone	1	2	3	4	5
e-mails	1	2	3	4	5
web portals (e-Government, etc.)	1	2	3	4	5
videoconferences (Zoom, Skype, etc.)	1	2	3	4	5
social networks (Facebook, Twitter, etc.)	1	2	3	4	5
other (specify):	1	2	3	4	5

(Q3) For the time of the epidemic, compared to normal operations, **please do estimate the opportunities for the following elements of unethical behaviour.**

	significantly smaller	smaller	equal	higher	significantly higher
abuse of power	1	2	3	4	5
accepting bribes	1	2	3	4	5
unjustified use of public funds	1	2	3	4	5
delay in proceedings without an explicit basis	1	2	3	4	5
favouring the interests of individual parties	1	2	3	4	5
other (specify):	1	2	3	4	5

## B. PROCEDURES & SERVICES

(Q4) For the time of the epidemic, compared to normal operations, **please do estimate the orientation of legislation, guidelines and instructions (measures) to the following principles of good public governance.**

	significantly smaller	smaller	equal	higher	significantly higher
rule of law	1	2	3	4	5
efficiency	1	2	3	4	5
responsiveness	1	2	3	4	5
participation	1	2	3	4	5
accountability	1	2	3	4	5

(Q5) For the time of the epidemic, compared to normal operations, **please do estimate the importance of the protection of the following protected interests in administrative procedures for the work of the administrative unit.**

	significantly smaller	smaller	equal	higher	significantly higher
public interest	1	2	3	4	5
private interests of the parties	1	2	3	4	5

(Q6) For the time of the epidemic, compared to normal operations, **please do estimate the degree of digitalisation of the administrative unit in the areas listed below.**

	significantly smaller	smaller	equal	higher	significantly higher
administrative procedures and services for parties under the jurisdiction of the administrative unit	1	2	3	4	5
support services (main office, human resources, accounting, etc.)	1	2	3	4	5
cooperation with other administrative units of the same type	1	2	3	4	5
cooperation with other bodies/authorities (eg social work centres, municipalities, surveying and mapping authority, employment service, tax administration, etc.)	1	2	3	4	5
cooperation with line ministries	1	2	3	4	5
cooperation with the ministry, competent for public administration and administrative units	1	2	3	4	5

(Q7) For the time of the epidemic, compared to normal operations, **please do estimate the number/scope of the following aspects of simplified e-operation (can be based on temporary/intervention law).**

	significantly smaller	smaller	equal	higher	significantly higher
number of parties using simplified e-operation (eg e-applications or e-service/delivery/notification)	1	2	3	4	5
the scope of procedural activities by the administrative unit in simplified e-operation as an additional verification by the authority, necessary because of the simplifications for parties	1	2	3	4	5
the number of abuses in e-operation because applications were not signed with a qualified/trusted e-signature	1	2	3	4	5
the extent of the problems of proving service (delivery, notification) in simplified electronic service	1	2	3	4	5

(Q8) For the time of the epidemic, compared to normal operations, **please do estimate the frequency of conduct of administrative procedures and services by the administrative unit in relation to parties to the procedures through the communication channels listed below.**

	significantly smaller	smaller	equal	higher	significantly higher	Not relevant
personal contacts (meetings, appointments, etc.)	1	2	3	4	5	x
phone	1	2	3	4	5	x
e-mails	1	2	3	4	5	x
administrative unit website	1	2	3	4	5	x
web portals (e-Government...)	1	2	3	4	5	x
videoconferences (Zoom, Skype, etc.)	1	2	3	4	5	x
social networks (Facebook, Twitter, etc.)	1	2	3	4	5	x

(Q9) For the time of the epidemic, compared to normal operations, **please do estimate the interest of the parties in the administrative and other procedures listed below** (\*when applicable, ie if they fall under your jurisdiction).

	significantly smaller	smaller	equal	higher	significantly higher
issuing and amending building/construction permits	1	2	3	4	5
registration, deregistration, change of permanent/temporary residence	1	2	3	4	5
issuing personal documents (identity card, passport, etc.)	1	2	3	4	5
vehicle registration and related procedures	1	2	3	4	5
weapons permits and related documents	1	2	3	4	5
entries of new facts and certificates from the civil register	1	2	3	4	5
procedures with foreigners/aliens	1	2	3	4	5
obtaining a qualified digital certificate	1	2	3	4	5
harmonisation and registration of the graphic units of agricultural use	1	2	3	4	5
one-stop-shop registration of a company or sole proprietor	1	2	3	4	5
procedures under war legislation (statuses of veterans, victims of war violence, war invalids)	1	2	3	4	5
procedures in the field of public assembly and associations/societies	1	2	3	4	5
verification of signatures, photocopies or transcripts and letters of guarantee	1	2	3	4	5
issuing of vouchers for personal supplementary work	1	2	3	4	5
obtaining the status of a farmer	1	2	3	4	5
approving legal transactions with agricultural land	1	2	3	4	5
other (specify):	1	2	3	4	5

(Q10) For the time of the epidemic, compared to normal operations, **please do select 3 (three) administrative and other procedures that, in your experience, caused the most problems to the parties to the procedures** (\*when applicable, ie if they fall under your jurisdiction).

drop-down list					
	significantly smaller	smaller	equal	higher	significantly higher
issuing and amending building/construction permits	1	2	3	4	5
registration, deregistration, change of permanent/temporary residence	1	2	3	4	5
issuing personal documents (identity card, passport, etc.)	1	2	3	4	5
vehicle registration and related procedures	1	2	3	4	5
weapons permits and related documents	1	2	3	4	5
entries of new facts and certificates from the civil register	1	2	3	4	5
procedures with foreigners/aliens	1	2	3	4	5
obtaining a qualified digital certificate	1	2	3	4	5
harmonisation and registration of the graphic units of agricultural use	1	2	3	4	5
one-stop-shop registration of a company or sole proprietor	1	2	3	4	5
procedures under war legislation (statuses of veterans, victims of war violence, war invalids)	1	2	3	4	5
procedures in the field of public assembly and associations/societies	1	2	3	4	5
verification of signatures, photocopies or transcripts and letters of guarantee	1	2	3	4	5
issuing of vouchers for personal supplementary work	1	2	3	4	5
obtaining the status of a farmer	1	2	3	4	5
approving legal transactions with agricultural land	1	2	3	4	5
other (specify):	1	2	3	4	5

(Q11) For the time of the epidemic, compared to normal operations, **please do select which procedural actions were the most problematic, by both parties to the procedures and officials, conducting the proceedings.**

drop-down list
filing applications
obtaining and submitting parties' statements
service/delivery/notifications
counting and running deadlines
oral hearings
obtaining data from other bodies and resolving preliminary issues
calculation of the costs of the procedure
preparation and issuance of conclusions and decisions (issuing individual administrative acts)
exercising legal remedies (appeal, reopening of proceedings, etc.)
other1 (please specify if any other action was particularly problematic):
other2 (please specify if any other action was particularly problematic):

### C. HUMAN RESOURCES MANAGEMENT

(Q12) For the time of the epidemic, compared to normal operations, **please do estimate the average share of your employees mainly:**

(sum of shares should be 100 %)	
working at the workplace	x %
working from home (decree)	x %
being on a holiday leave	x %
waiting for work at home (decree)	x %
being absent due to childcare	x %
other (specify):	x %

(Q13) For the time of the epidemic, compared to normal operations, **please do estimate the frequency of the following measures in the field of salaries and relocations of employees:**

	significantly smaller	smaller	equal	higher	significantly higher
temporary relocation due to urgent work needs	1	2	3	4	5
working overtime	1	2	3	4	5
employment due to urgent work needs	1	2	3	4	5
reduction of salaries and wage compensations (waiting for work at home)	1	2	3	4	5
wage compensation due to the epidemic	1	2	3	4	5
allowance for danger and special loads	1	2	3	4	5
other (specify):	1	2	3	4	5

(Q14) For the time of the epidemic, compared to normal operations, **please do estimate the frequency of your cooperation with employees using the following communication channels:**

	significantly smaller	smaller	equal	higher	significantly higher
personal contacts (meetings etc.)	1	2	3	4	5
phone	1	2	3	4	5
e-mails	1	2	3	4	5
intranet	1	2	3	4	5
videoconferences (Zoom, Skype, etc.)	1	2	3	4	5
social networks (Facebook, Twitter, etc.)	1	2	3	4	5
other (specify):	1	2	3	4	5

(Q15) For the time of the epidemic, compared to normal operations, **please do estimate your perception of the frequency of the following challenges/troubles, related to work life:**

	significantly smaller	smaller	equal	higher	significantly higher
fear of losing a job	1	2	3	4	5
fear of salary cuts	1	2	3	4	5
stress due to changes related to the transition to waiting or working at home	1	2	3	4	5
stress due to work overload	1	2	3	4	5
stress due to lack of information by the state institutions	1	2	3	4	5
stress due to lack of work	1	2	3	4	5
stress due to the inability to provide services to certain groups of citizens	1	2	3	4	5
missing formal personal contacts with parties to the procedures	1	2	3	4	5



missing formal personal contacts with co-workers (live meetings, etc.)	1	2	3	4	5
missing informal contacts with co-workers (coffee breaks, lunches, etc.)	1	2	3	4	5
other (specify):	1	2	3	4	5

(Q16) For the time of the epidemic, compared to normal operations, **please do estimate the frequency of challenges/troubles, related to your role – as a head (manager) of the administrative unit:**

	significantly smaller	smaller	equal	higher	significantly higher
stress due to excessive parties' expectations	1	2	3	4	5
stress due to excessive employee expectations	1	2	3	4	5
more difficult coordination of urgent tasks in the absence of staff	1	2	3	4	5
failure of information systems	1	2	3	4	5
provision of material and spatial conditions (protective measures, etc.)	1	2	3	4	5
other (specify):	1	2	3	4	5

(Q17) For the time of the epidemic, compared to normal operations, **please do estimate your perception of the employees' opinion regarding the following positive consequences of the epidemic:**

	significantly smaller	smaller	equal	higher	significantly higher
opportunity to digitise work processes - faster and more efficiently than in a normal situation	1	2	3	4	5
opportunity to learn to use new digital communication tools (eg Zoom, MS Teams, etc.)	1	2	3	4	5
opportunity to complete tasks that would have been difficult to complete in the previous situation	1	2	3	4	5
opportunity to have time to improve work processes	1	2	3	4	5
more efficient meetings through digital communication channels	1	2	3	4	5
awareness of the importance of workplace health promotion	1	2	3	4	5
awareness of the importance of protection of older employees and risk groups when organising work	1	2	3	4	5
other (specify):	1	2	3	4	5

## D. ECONOMIC AND FINANCIAL ASPECT

(Q18) For the time of the epidemic, compared to normal operations, **please do estimate the utilisation of the following available material resources owned by the administrative unit.**

	significantly smaller	smaller	equal	higher	significantly higher
office space	1	2	3	4	5
computer equipment (computer, printer, copy machine, etc.)	1	2	3	4	5
telecommunication equipment (fixed phone, telephone exchange, router, etc.)	1	2	3	4	5
office equipment and small inventory (eg document shredder, banknote detector, calculator)	1	2	3	4	5
personal vehicles	1	2	3	4	5
other (specify):	1	2	3	4	5

(Q19) For the time of the epidemic, compared to normal operations, **please do estimate the costs or expenditures or the following budget items.**

	significantly smaller	smaller	equal	higher	significantly higher
salaries costs	1	2	3	4	5
material costs	1	2	3	4	5
investment and maintenance costs	1	2	3	4	5
reimbursement of expenses to the erased ( <i>*if applicable</i> )	1	2	3	4	5
paid printed matters	1	2	3	4	5
other costs (sales and exchange of real property, property insurance claims, rent assets, etc.)	1	2	3	4	5

(Q20) For the time of the epidemic, compared to normal operations, **please do estimate the material costs or expenditures listed below.**

	significantly smaller	smaller	equal	higher	significantly higher
electricity and utilities	1	2	3	4	5
postal and courier services	1	2	3	4	5
payment transactions	1	2	3	4	5
office and consumables (paper, pens, cleaners, etc.)	1	2	3	4	5
security and cleaning of business premises	1	2	3	4	5
registration fees for employee training	1	2	3	4	5
professional newspapers and professional literature	1	2	3	4	5
subsistence, overnight stay allowances and travel costs for business trips	1	2	3	4	5
safety and health at work (protective equipment, disinfectants, etc.)	1	2	3	4	5
Inventory repair and on-going maintenance of business premises	1	2	3	4	5
representation	1	2	3	4	5
costs of official vehicles (registration, maintenance, fuel, etc.)	1	2	3	4	5



**E. TIME AFTER THE EPIDEMIC**

(Q21) Estimate the probability that the following changes will remain or will be introduced (also) after the epidemic.

	not likely at all	low probability	middle probability	likely	very likely
accelerated digitisation of processes (internal and external)	1	2	3	4	5
amending legislation in order to simplify the procedures	1	2	3	4	5
changes in the organisation of work with parties (making appointments during office hours, etc.)	1	2	3	4	5
greater use of web portals (eGovernment, etc.)	1	2	3	4	5
accelerated use of digital communication channels with parties to the procedures	1	2	3	4	5
accelerated use of digital communication channels among employees	1	2	3	4	5
accelerated use of digital communication channels with other authorities/administrative bodies	1	2	3	4	5
work at home	1	2	3	4	5
reorganisation of work	1	2	3	4	5
additional training, eg on stress management, healthy life etc.	1	2	3	4	5
material costs savings	1	2	3	4	5
other (specify):	1	2	3	4	5

**F. DEMOGRAPHIC DATA**

Select a category that indicates the number of years of your employment as the head of the administrative unit.

drop-down list
less than 1 year
1-5 years
6-10 years
11-15 years
16-20 years
more than 20 years

Select a category that indicates the total number of years of your work experience.

drop-down list
less than 10 years
11-20 years
21-30 years
31-40 years

Indicate the size of your administrative unit according to the number of employees.

drop-down list
less than 20
21-40
41-60
61-80
81-100
100-200
more than 200

Indicate the size of your administrative unit according to the number of inhabitants.

drop-down list
one of the largest administrative unit (over 100.000 inhabitants)
large administrative unit (50.000 to 100.000 inhabitants)
medium administrative unit (18.000 do 50.000 inhabitants)
small administrative unit (up to 18.000 inhabitants)

Indicate the coverage area of your administrative unit.

drop-down list
predominantly urban area
predominantly rural area