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Principles of Public Administration as a Basis for Comprehensive Public Administration Reform and SIGMA Work

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What are the Principles?

The Principles:

- are a framework for public governance – what “good” looks like in practice
- are based on the EU *acquis*, good practice in EU and OECD countries, international standards and requirements
- provide a guide for countries for their reforms – Ukraine’s PAR Strategy was designed around the Principles
- enable a snapshot of the existing state of play and benchmarking of progress over time



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Reasons for developing the Principles

- Each country has its **own priorities** for public policies
- These **change over time**
- For a government to **deliver** on its priorities, good public administration is a key success factor
- A **comprehensive, holistic and cross-sectoral framework** was needed to support public administration reforms in different countries



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Use of the Principles so far

To design and implement reforms:

- Guidance for PAR and PFM strategies
- Benchmark for individual reform projects
- Guidelines for strengthening legal frameworks (e.g. civil service laws)

To evaluate current state and progress over time:

- Baseline measurement assessments

Dialogue with EU and other donors e.g.

- Formulation of sector budget support indicators



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Six core areas of a comprehensive framework



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Areas of the Principles (1)

1. Strategic framework of public administration reform

- Relevance and credibility of the PAR plans
- Political leadership and technical co-ordination
- Monitoring of implementation

2. Policy development and co-ordination

- Appropriate co-ordination at the centre of government
- Inter-ministerial co-ordination
- Policy development
- Access to legislation

3. Public service and human resources management

- Organisation and functioning of the public service
- Merit-based recruitment and promotion
- Training and professionalisation



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Areas of the Principles (2)

4. Accountability

- Organisation and accountability of administration
- Access to information
- Possibility of administrative and legal redress
- Independent oversight

5. Service delivery

- Improving services for citizens and business
- Better administrative procedures
- E-government services

6. Public financial management

- Improving budgetary process
- Strengthening management of public finances
- Better public procurement
- Enhancing control of public spending



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The Principles' framework

- **17 key requirements** that outline the general characteristics of good public administration
- **48 Principles** grouped under the key requirements and focused on:
 - Implementation and performance of the system in practice
 - Evidence-based monitoring
- **Sub-principles**, defining more precisely the components that need to be in place
- An **analytical framework**, describing how the Principles can be followed in practice and progress measured, using qualitative and quantitative indicators



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Purpose of the Indicators' methodology to the Principles

- Without knowing the starting point it is hard to decide **what needs to be changed**
- Without analysing progress over time it is impossible to say **what has been achieved**
- Therefore, the purpose is to provide a methodological tool which allows to evaluate their current state of affairs and progress over time

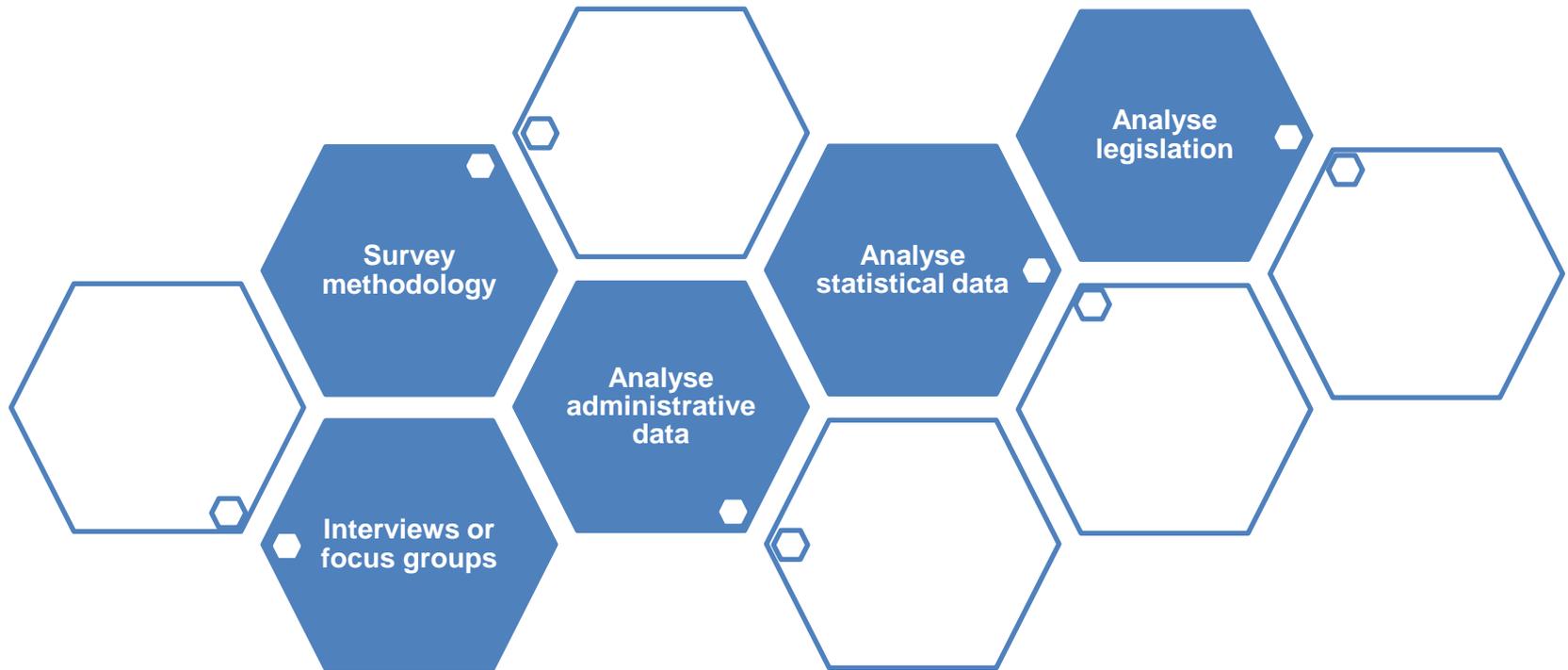


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What method works best in our area?





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More on Principles of Public
Administration and on
assessment methodology on:

www.sigmaweb.org

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SIGMA work in Eastern Partnership countries

– Assessments:

- Full assessment in Moldova (completed)
- Partial assessment in Georgia and Ukraine (process has started)
- Assessment in Armenia: planned.



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SIGMA work in Eastern Partnership countries

- We work with:
 - Centre of government and key co-ordinating ministries
 - State agencies (e.g. public service, public procurement)
 - Independent oversight bodies (e.g. Supreme Audit Institutions, Ombudsmen)
 - Parliaments.
- We support:
 - Development of policies, strategic documents
 - Development of legislation
 - Designing monitoring frameworks and monitoring reforms
 - Providing EU good practices and facilitating discussions through workshops, comparative papers.

Celebrating

25
years

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SIGMA work in Eastern Partnership countries

- Examples of SIGMA projects in the region:
 - Supporting **civil service reform** in: Ukraine, Georgia, Armenia, Moldova (mainly legislative work)
 - **PFM strategies**: Moldova (developing a strategy) and Ukraine (monitoring of the implementation)
 - **External audit**: Armenia (developing new legal framework)
 - Support the **monitoring of PAR**: Ukraine
 - Support to **public procurement** reform: Ukraine (legislation), Moldova (legislation and establishment of a review body) and Georgia (road map for approximation)



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