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The Principles Of Public Administration: A Framework For Reform

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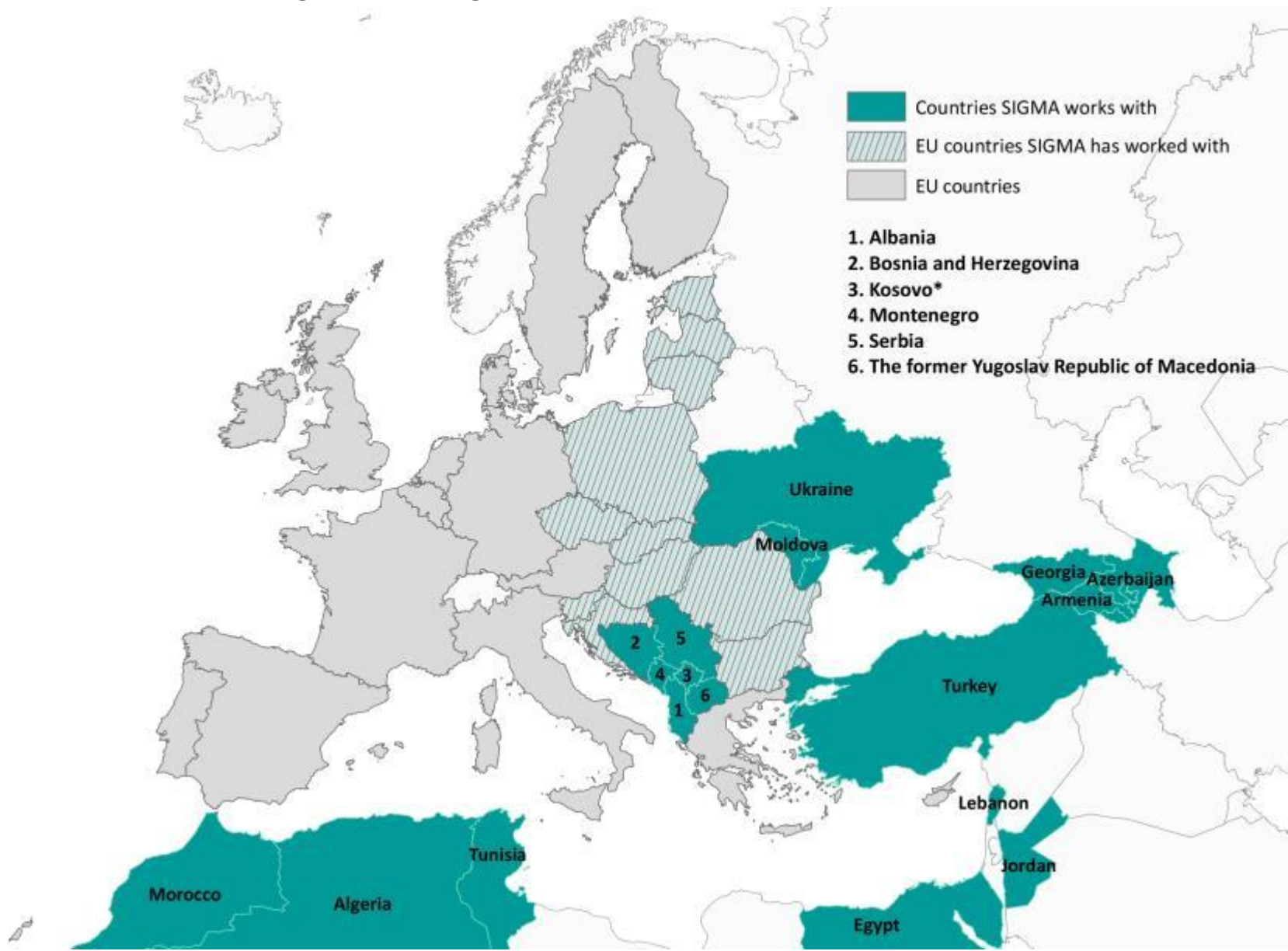
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SIGMA = 25 years working together to improve public administrations



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What do we do?

- Long-term perspective
- Short-term technical assistance that complements other EU institution building instruments e.g.:
 - Support in preparing strategies and reform plans
 - Assistance on drafting and amending laws
 - Advice on planning larger technical assistance projects
 - Awareness raising events
 - Advising key senior and middle managers
 - Practitioner-to-practitioner support, also through regional events
 - Peer reviews of specific systems or organisations
 - In the EU accession countries, annual assessments on governance systems and reforms
- In addition, policy papers and studies on public governance
- And we have developed





The
Principles
of Public
Administration:
A Framework for ENP Countries



Reasons for the Principles

- Each country has its own priorities for public policies, which 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 define good public administration and support reforms in different countries
- The Principles provide a complete conceptual framework for good public administration and public governance





Aim and focus of the Principles

- SIGMA has been working with partner countries for almost 25 years, including countries now EU member states and contributing valuable reform experience
- Derived from EU and OECD requirements, international standards and good practice
- A **guide for countries** in their own reform processes and an **analytical framework for benchmarking of performance and progress**
- The Principles comprise only **key requirements** for horizontal aspects of good governance and allow for their flexible implementation



Six core areas of a comprehensive framework

Policy development and co-ordination

Public service and human resource management

Accountability

Service delivery

Public financial management

Strategic framework of public administration reform





Strategic framework for public administration reform

An administration focused on constantly improving its own functioning

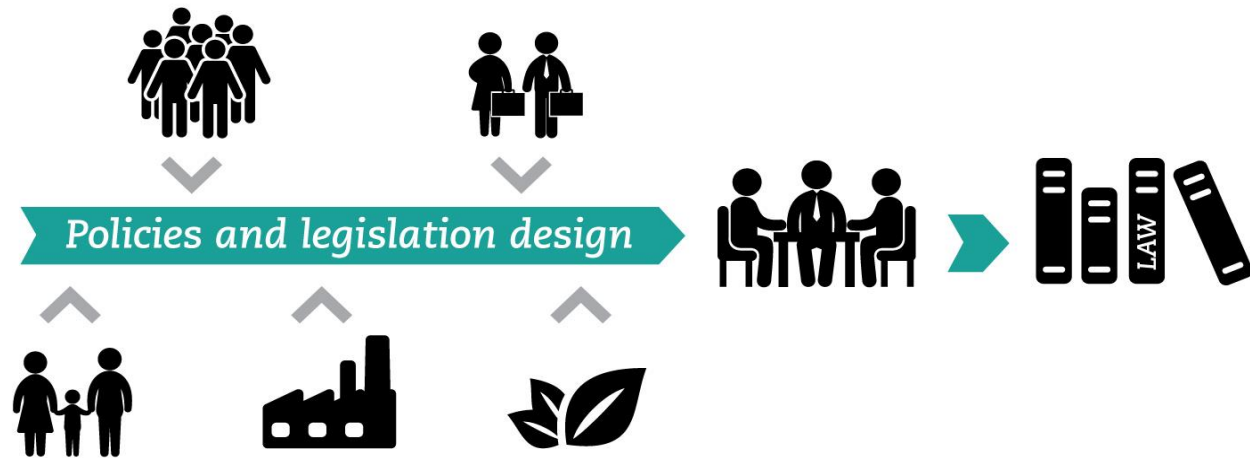




Policy Development and Co-ordination: example of a Principle

Principle 7:

Policies and legislation are designed in an inclusive manner that enables the active participation of society and allows for co-ordinating perspectives within the administration.





Public service and human resource management

People with the skills and knowledge
to get things done





Accountability

An administration that explains publicly, fully and fairly how it is carrying out responsibilities that affect the **public** in important ways.





Service delivery

Good, accessible public services for citizens





Public financial management

Using money wisely – financial and budgetary management, public procurement, external audit





Cross-sectoral framework

The Principles apply to everything that government does:

- All sectors and policies (economic, health, education, security, employment ...)
- Implementation of policies to achieve the government's objectives
- The building blocks for good public administration



Structure of the Principles

- I. For each of the six core areas, there are:
 - Key requirements
 - Principles
 - Sub-principles
2. Methodological annex (being developed):
 - Methodological approach
 - Indicators
 - Information sources





Successful use of Principles so far

Evaluation of current state and progress over time:

- Baseline measurement and assessments

Design and implementation of reforms:

- Guidance for public administration reform (PAR) and public financial management (PFM)
- Benchmarks for individual reform projects
- Guidelines for strengthening legal frameworks (e.g. civil service laws)

Dialogue with EU and other partners e.g. about priorities and support for reform initiatives



Use of the Principles in European Neighbourhood Countries

Each country can use:

- Full set
- One core area
- One sub-area
- One or several Principles
- One or several sub-principles
- One or several indicators
- Any combination of the above





Use of the Principles and the European Neighbourhood Policy

The Principles can facilitate dialogue with the EU and other donors, helping to:

- Steer dialogue on public administration reforms
- Define indicators for sector budget support
- Inform discussions on sectoral programmes
- Mainstream public sector-related projects



Thank you for your attention!

More information can be found at:

www.sigmaweb.org

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