



A joint initiative of the OECD and the EU,
principally financed by the EU

The Principles of Public Administration

Why everyone is talking about them!

Karen Hill
Head of SIGMA

Kiev

16 November 2017



SIGMA



A joint initiative of
the OECD and the EU,
principally financed
by the EU



Why are we here today?

We all have a responsibility but also an opportunity....

As ministers and senior officials in Ukraine, as civil servants from different countries and international public servants, we can **make a difference to the lives of real people.**



SIGMA

What do we want to achieve?

I'm sure we agree that we want our countries to grow and prosper, so:

- Citizens and businesses get the services they need and deserve
- Quality of life improves for the majority
- Doing business becomes easier
- High standards of integrity and service mean people trust their government
- Those in power properly listen and explain, seeking inputs and ideas
- People see a bright future for their children in their country



A joint initiative of
the OECD and the EU,
principally financed
by the EU





SIGMA



How?

Through a professional and efficient public administration, which can deliver:

- The government's priorities
- High quality services to citizens and businesses
- Sound public financial management
- Relevant information to enable informed decisions to be made on how to deal with difficult challenges

A joint initiative of
the OECD and the EU,
principally financed
by the EU





SIGMA



A joint initiative of
the OECD and the EU,
principally financed
by the EU



What is SIGMA?

- SIGMA has been a partnership between the EU and OECD for 25 years
- We only work on public administration reform
- All our senior advisors developed knowledge and expertise in their national administration
- Real and diverse experience of the pressures and challenges public administrations face
- We work with EU Enlargement and Neighbourhood countries – 18 partners
- Bilateral activities, regional initiatives, strategic work to support EC's new approach to PAR



SIGMA



A joint initiative of
the OECD and the EU,
principally financed
by the EU



Who we work with

Our partners are:

- Centres of government and key co-ordinating ministries
- State agencies (e.g. civil service, public procurement)
- Independent oversight bodies (e.g. Ombudsman, Supreme Audit Institution)
- Parliaments

Working together on:

- Developing policies and strategies for PAR
- Designing monitoring frameworks for reforms
- Development of legislation and implementation plans
- Sharing good practice and facilitating discussions through workshops and comparative papers



SIGMA

Examples of SIGMA projects

In Ukraine we have recently worked with the:

- Agency for Civil Service on the new Civil Service Law and secondary legislation
- Ministry of Finance on amendments to the organic Budget Law to reduce in-year spending increases, also monitoring implementation of the new PFM strategy

In the region we have also supported:

- Development of a CS Law in Georgia
- Review of the institutional set-up and role of the Public Procurement Agency in Moldova
- Development of a CS Strategy in Armenia leading to a new Law



A joint initiative of
the OECD and the EU,
principally financed
by the EU



Creating
change
together
in my
lifetime



SIGMA
25 years

Strategic Framework of Public Administration Reform

Policy development and co-ordination

Public Service and Human Resource Management

Accountability

Service Delivery

Public Financial Management



SIGMA
Creating Change Together



A joint initiative of the OECD and the EU,
principally financed by the EU

The
Principles
of Public
Administration

2017 edition



SIGMA

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



A joint initiative of
the OECD and the EU,
principally financed
by the EU





SIGMA



A joint initiative of
the OECD and the EU,
principally financed
by the EU



How are they being used?

- In 2015 SIGMA used the Principles framework to carry out baseline measurements in all seven EU candidate countries and potential candidates
- The state of play was assessed in each area and recommendations made for sequenced, priority reforms
- In 2016 and 2017, follow-up monitoring assessments were carried out
- In 2016, SIGMA carried out a baseline measurement assessment in Moldova
- In 2017, SIGMA is carrying out sector-specific assessments in Georgia and Jordan
- The Principles are used as a framework for all of our project work in each of our partner countries



SIGMA



A joint initiative of
the OECD and the EU,
principally financed
by the EU



The 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



SIGMA



A joint initiative of
the OECD and the EU,
principally financed
by the EU



Assessment in Ukraine

By end-June 2018, SIGMA will provide you with an assessment against the Principles for the following areas:

- Strategic Framework of PAR
- Policy Development and Co-ordination
- Public Service and Human Resource Management
- Accountability
- Service Delivery

Evidence-based analysis will highlight areas of good practice and areas for improvement

This will provide the basis for short and medium-term recommendations to support your PAR planning for the next five years



SIGMA



A collaboration

- The assessment can only be successful, with meaningful and useful outcomes, if carried out together, in close co-operation
- It takes considerable time and effort to collect the necessary data and information
- We will use local experts to assist as much as possible but we will need inputs from all centre of government bodies, line ministries and other key institutions
- Top-level commitment is needed for both the assessment and what you then do with the outcomes and recommendations

A joint initiative of
the OECD and the EU,
principally financed
by the EU





SIGMA



We look forward to working with you on the next stage of this important journey for your country!

Thank you for your attention.

<http://www.sigmaweb.org/>

A joint initiative of
the OECD and the EU,
principally financed
by the EU

