How can institution-building contribute to better public governance?

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Ms Ritva Heikkinen

Centre of Thematic Expertise on PAR
Unit A3– Thematic Support, Monitoring and Evaluation
DG Neighbourhood and Enlargement Negotiations

Universal principles of good governance

- Accountability

- Reliability and predictability

- Participation

- Openness and transparency

- Efficiency and effectiveness

Good governance – Public Administration Reform

1. Enlargement countries

1. Neighbourhood East countries

1. Neighbourhood South countries

PAR in enlargement countries - 1

- Lessons learnt from earlier enlargements

- 2014-15 enlargement strategy: PAR is the third pillar of the 'Fundamentals' with rule of law and economic governance

  - **Equal focus on 6 core areas of PAR**
  - **Structured policy dialogue in the PAR Special Groups**
  - **Political attention in the enlargement reports, SAA Councils and accession negotiations to commitments made on PAR**

PAR in enlargement countries - 2

- Principles of Public Administration developed by OECD/SIGMA in coordination with the Commission define each core area in detail:

  1. **Strategic framework for PAR**

  2. **Policy development and coordination**

  3. **Public service and human resources management**

  4. **Accountability of administration**

  5. **Service delivery**

  6. **Public financial management**

- SIGMA has finalised the first baseline assessments: provides input for policy dialogue and programming of IPA assistance

PAR in Neighbourhood East

- Importance of PAR: AAs and DCFTAs

- PAR is a key priority for Armenia, Georgia, Moldova and Ukraine in the ENI SFF 2014-20

- Principles of Public Administration inspire PAR approach especially in
  - **Georgia: PAR Roadmap**
  - **Moldova: SIGMA baseline measurement in 2015**
  - **Ukraine: Likely SIGMA support to develop PAR strategy in line with principles**

- Eastern Partnership Platform on governance

PAR in Neighbourhood South

- Horizontal good governance/PAR support primarily via SIGMA:

- PAR is not a priority sector for ENI support in the SFF 2014-20

- From core areas of PAR, focus mainly on PFM (also a pre-condition for sector budget support) and to some extent service delivery

- Principles of Public Administration are available also for Neighbourhood South countries

- Countries with perspective of DCFTAs

How can twinning support PAR /good governance?

Twinning is a very attractive institution-building instrument that can efficiently support PAR / good governance, when:

• It does not impose a specific model of governance or administrative structure from 'back home'…

• … BUT it rather enables the partner institutions to choose an option that fits their own political, economic and social context while respecting the universal principles of good governance.

• It helps to build partnerships between administrations that last beyond the duration of the twinning project.

Practical advice for RTAs – 1

... RTAs in the enlargement countries: Read earlier SIGMA country assessments and the new SIGMA baseline assessment report (available on OECD/SIGMA website from October 2015), in order to understand the administrative environment within which the institution and the staff you are working with operates.

… Meet with the EU Delegation PAR Task Manager to find out about ongoing horizontal PAR projects. As for any studies and/or expert assessments that they could share and consider useful for your work.

….Liaise with PAR experts (SIGMA and other ongoing projects) to fully understand the challenges in the administrative environment.

Practical advice for RTAs – 2

… Make sure that any legal texts, organisational structures, procedures and job profiles the twinning project advocates are in line with the administrative culture of the country and they contribute to universal principles of good governance.

Examples:

Agencies without clear accountability lines
Salary top-up schemes
Specific administrative procedures
Inspectors vs. internal auditors

Practical advice for RTAs – 3

… Become an advocate of Principles of Public Administration (and good governance) within the institution your work with

Examples:

Advocate a management culture where information is shared

Advocate ethics and integrity

Advocate coordination within and outside the institution

Advocate service mentality

Advocate transparency and openness

Advocate the role of auditors (internal, SAI)

Further information

- *Enlargement strategy and Progress reports* http://ec.europa.eu/enlargement/countries/strategy-and-progress-report/index_en.htm

- *European Neighbourhood Policy Progress reports*http://eeas.europa.eu/enp/documents/progress-reports/index_en.htm

- *Principles of Public Administration*http://www.sigmaweb.org/publications/Principles-Public-Administration-Nov2014.pdf

- OECD/SIGMA publications (assessment reports, discussion papers) *http://www.sigmaweb.org/publications/*

Thank you for your attention!

Contact for further questions:

ritva.heikkinen@ec.europa.eu