

Revised Principles of public administration, focus on multi-level governance

18th meeting of the European Committee on Democracy and Governance (CDDG)

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What are the Principles of Public Administration?

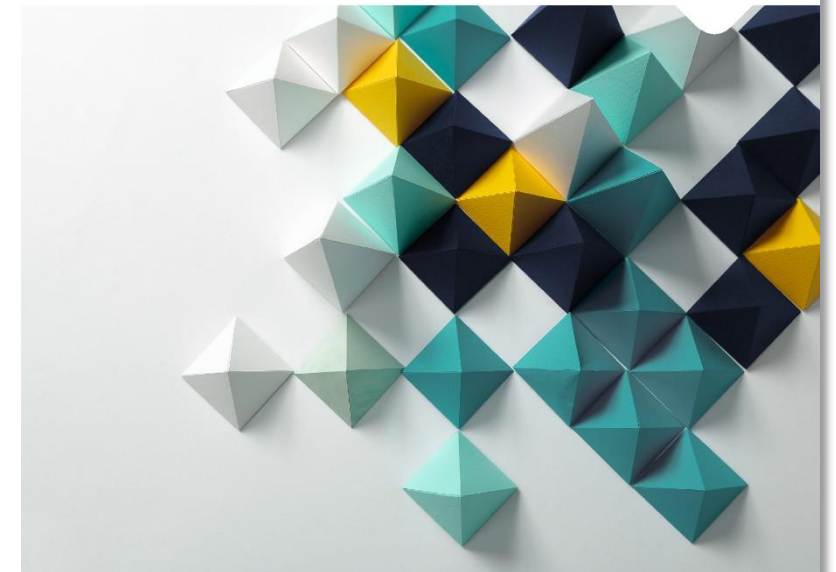
- A **framework of standards** defining good public administration, existing since 2014.
- Produced in **collaboration between OECD and EU**.
- Designed at the request of the **European Commission** to serve as a **tool of EU enlargement and neighbourhood policy**.
- For the OECD, the Principles serve for **dissemination of the Organisation's good governance standards**.
- Standards draw on formal **EU *acquis*, OECD recommendations**, other **international standards and good practices** of EU and OECD Members.



2023 edition

The Principles of Public Administration

November 2023





Principles of Public Administration 2023 vs. 2014

Main changes

- Improved, not revolutionised and **still recognisable**
- **Updated in line with new EU and OECD standards**, new realities and implementation experience
- More **focus on emerging topics**: innovation, digitalisation, open data, flexible work arrangements etc.
- **Multi-level governance** included
- **Less prescriptive**, more values-based
- More **practice** and **results-focused**
- **Easier to understand**, with better balance across the framework



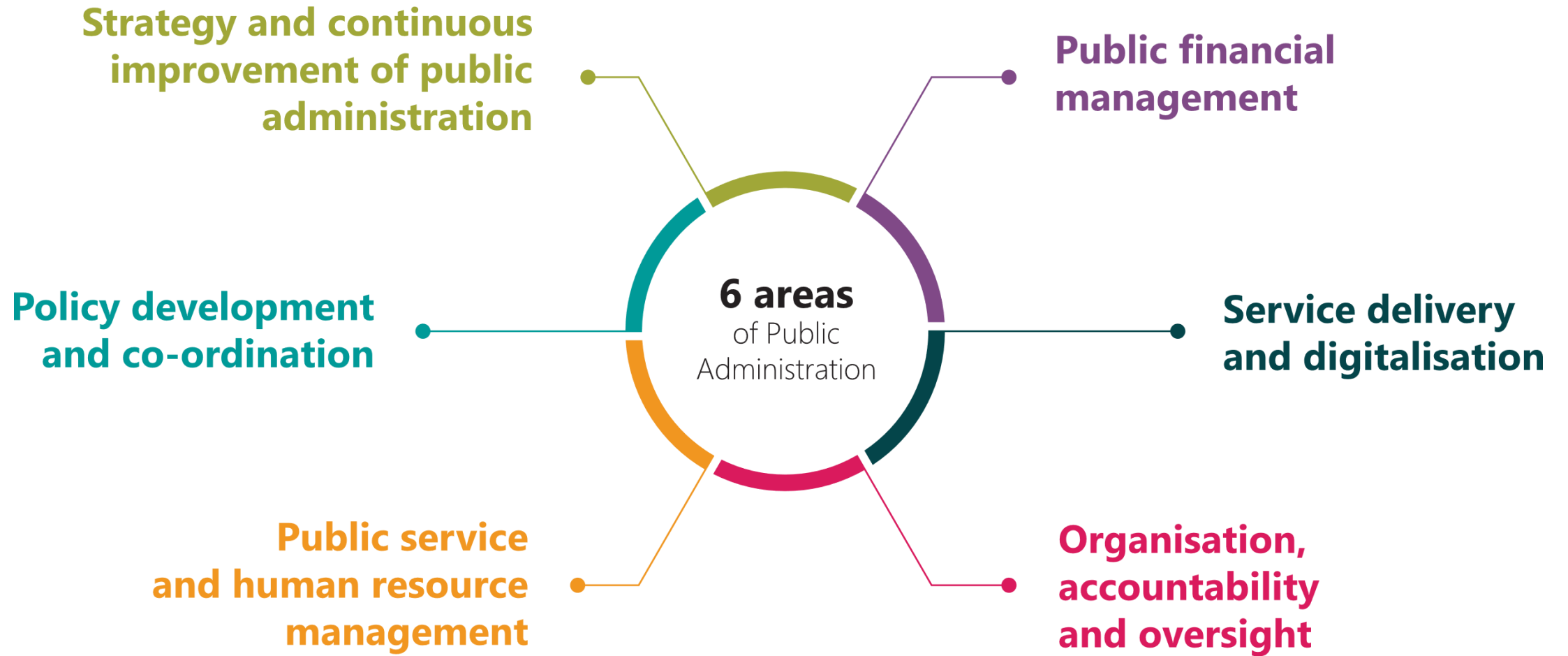
Use of the Principles of Public Administration

- > Periodic **SIGMA monitoring** (assessment against the Principles)
- > Preparation of **national reform strategies** for the development of public administration
- > Informing **European Commission's** progress reports and EU accession dialogue





Thematic areas





Structure

Policy framework

270
Sub-principles

1500 criteria

270
sub-indicators

32
Principles

32
composite
indicators

6 thematic areas
of Public Administration

6 area averages
(high-level indicators)

Measurement framework





Strategy and continuous improvement of public administration

Principle 1

Comprehensive, credible and sustainable
public administration reform agenda

- ü Political support and decision making
- ü Resources and funding
- ü Implementation, monitoring and reporting

Key updates

- + Communication and promotion
- + Innovation



Policy development and co-ordination

Principle 2

Government decision making

Principle 3

Strategic planning and monitoring

Principle 4

Evidence-based policymaking, clear and accessible regulation

Principle 5

Consultation in policymaking

Principle 6

Policy implementation and evaluation

Principle 7

Parliamentary scrutiny of government policymaking



Key updates

- mis- and disinformation
- risk and crisis management
- transparency and openness
- stakeholder participation in consultation



Public service and human resource management

Principle 8

Public employment framework

Principle 9

Merit-based recruitment

Principle 10

Top management

Principle 11

Working conditions, including remuneration

Principle 12

Professional development and performance management



Key updates

- protection vs. accountability
- permanent vs. temporary
- top management
- competitive package
- social dialogue



Organisation, accountability and oversight



Principle 13

Organisation of public administration

Principle 14

Multi-level governance

Principle 15

Openness and transparency of public administration

Principle 16

External oversight of public administration

Principle 17

Administrative procedure, judicial review, public liability

Principle 18

Public sector integrity

Key updates

- internal organisation
- horizontal collaboration
- open data
- re-use of information
- environmental footprint



Principle 14

Responsibilities are clearly distributed between levels of government, embracing the principle of subsidiarity and local autonomy, and facilitating inter-institutional co-ordination with effective oversight mechanisms.

- a. The parliament establishes by law the division of competences, rights and duties across levels of government to avoid overlap and strengthen transparency.
- b. Regional and local governments have autonomy to perform their competences within the limits of applicable laws.
- c. The competent authorities exercise supervision over regional and local governments based on law. This supervision is proportional and respects their autonomy in decision-making, distinguishing between own and delegated competencies and providing for remedy in case of breach.
- d. An independent mechanism resolves conflicts of competencies and responsibilities among levels of government.
- e. Effective co-ordination structures facilitate alignment of policies and priorities at all levels of government.
- f. Regional and local governments co-operate and form partnerships to enhance the development and the quality of public services.
- g. Competencies are assigned to the level of government closest to citizens, taking into account the extent and nature of the task, efficiency and economy, as well as the size of regional and local governments.

Service delivery and digitalisation



Principle 19

Design of administrative services

Principle 20

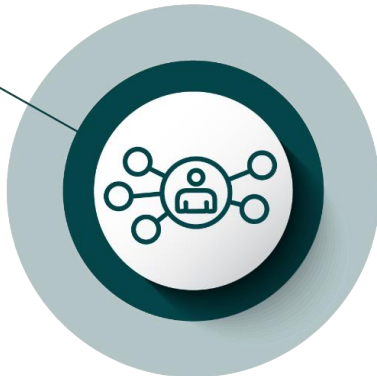
Delivery of high-quality services

Principle 21

Accessibility of services

Principle 22

Digital government



Key updates

- User-centricity principle
- Life event approach
- Digital by design
- Digital government

Public financial management



Principles 23-25

Budget management

Principle 26

Management and internal control

Principle 27

Internal audit

Principle 28-30

Public procurement

Key updates

- fiscal risks
- investment management
- green procurement
- socially responsible procurement

Principle 31

External audit

Principle 32

Financing of regional and local governments



Principle 32

Regional and local governments have resources and adequate fiscal autonomy for exercising their competences, with financial oversight to foster responsible financial management.

- a. The distribution of finances across levels of government is established by law, guaranteeing diversified revenues and borrowing rights while mitigating the fiscal risk of developing an unsustainable debt burden.
- b. A transparent and predictable fiscal equalisation mechanism balances the resources among regional and local governments.
- c. Financial oversight, by public authorities or external auditors, is performed to consider the financial situation of regional and local governments, supports the effective use of finances and helps prevent financial imbalances.
- d. Regional and local governments partly derive their financial resources from local taxes, fees and charges, for which they have the power to determine the rate.
- e. Earmarked allocations to regional and local governments have functional classification and are restricted to cases where there is a need to stimulate the regional and local implementation of national and/or international policies.
- f. Financial resources of regional and local governments are commensurate with their tasks and responsibilities and ensure financial sustainability and self-reliance.



Indicators – measuring Principles of Public Administration in practice

- > **Indicators covering both aspects:** policy and practice
- > **Better alignment** between principles and indicators: each sub-principle equipped with one sub-indicator
- > **Results-oriented and actionable:** minimum 50% weight to practice-oriented criteria
- > For all indicators **SIGMA prepared detailed criteria**, on the approach how to analyse, definitions, weights, data sources as well as limitations for their assessment
- > **Assessment** planned for **2024** in the Western Balkans
- > **Methodological framework** to be published with the 2024 monitoring reports



Indicators – measuring Principles for MLG in practice

Consulted works:

[Local Autonomy Index](#) (Ladner, Keuffer and Baldersheim, 2016)

[Regional Authority Index](#) (Hooghe et al., 2016)

[OECD Fiscal Decentralisation Database](#)

[The Local Governance Performance Index](#) – World Bank

[12 Principles of Good Governance](#) – Council of Europe

[Decentralisation Index](#) – European Committee of Regions



Find out more about SIGMA



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Thank you!

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