

# Revised Principles of Public Administration

**Florian HAUSER, DG NEAR, A.2**

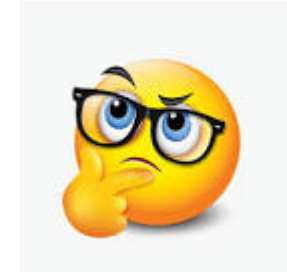
PAG Expert Group, 8 February 2023



# DG NEAR – Policy Coordination on Public Administration Reform

PAR = a “fundamental” for accession  
(along with Rule of Law, Democratic Institutions,  
Economic Governance)

**DG NEAR “Strategic”  
Partnership with SIGMA (OECD)**



- What is good administration?
- How do we measure it?
- How can we guide our partners?
- How do we obtain sound analysis?



Framing, values, standards, structure and assessment framework –  
**“Principles of Public Administration”** (since 1999)



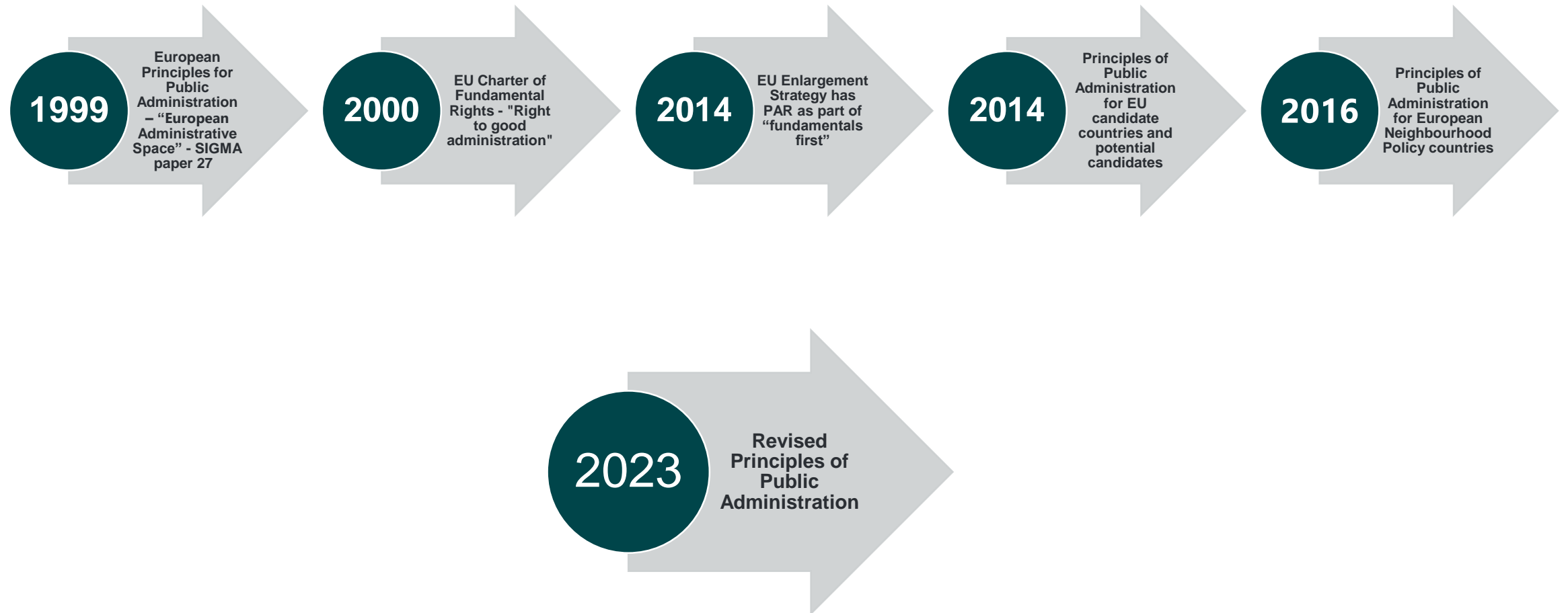
# What are the Principles of Public Administration?

- A **framework of standards** defining good public administration in the EU context.
- **Designed for the purposes of EU Enlargement and Neighbourhood** policy but applicable more universally.
- **Derived from formal EU *acquis*** (where it exists), EU and OECD requirements, international standards, good practices of the EU and OECD Member States.
- A **policy and monitoring/measurement framework**.
- Regular **SIGMA assessments** with recommendations informing both governments (reforms planning) and EC (enlargement packages, policy dialogue)
- Potential to be used for **other countries and purposes**.





# A brief history



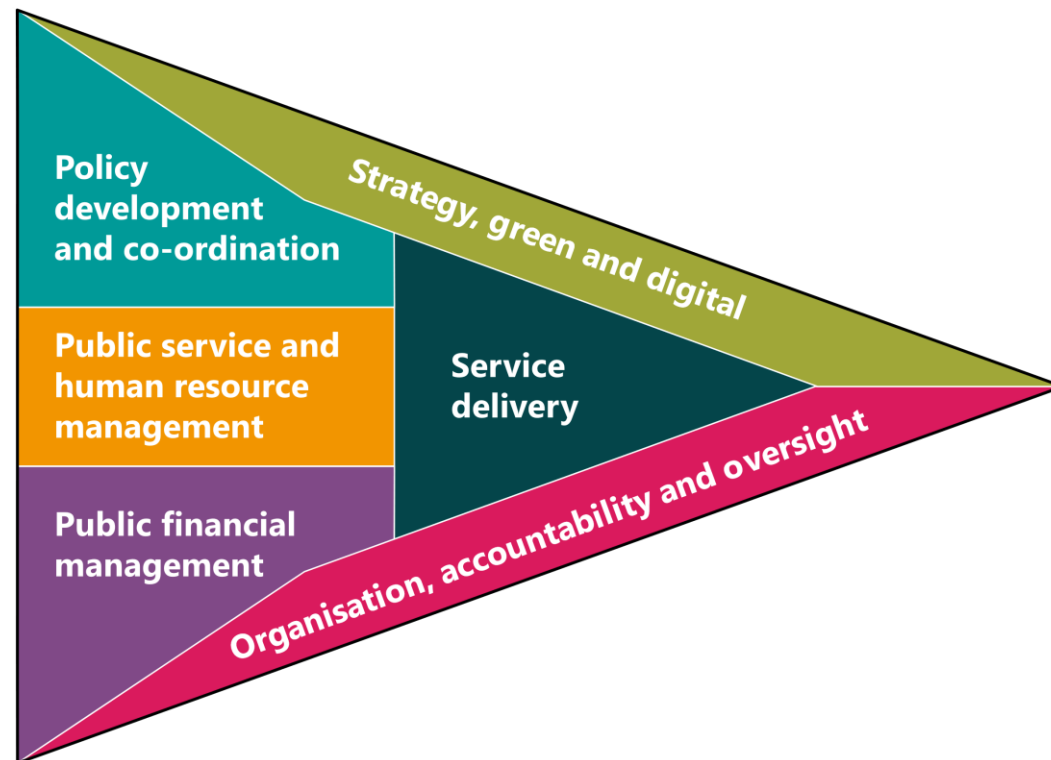


# Principles of Public Administration 2023 vs. 2014 - Key changes

- **Updated in line with new international standards**, new realities and implementation experience (innovation, digitalisation, green, whistle blowing, open data, flexible work arrangement etc.)
- Focus not just on the accession context but also define what the **EU values for good public administration** are.
- **Less prescriptive**, more value-based and results-focused.
- **Horizontal prerequisites** (legislation, institutions, human capacities, culture, outcomes...) are articulated in introduction and will be reflected in the measurement framework through criteria.
- **One framework for IPA and ENI**, more universal in character.
- **Multi-level governance** included as Principles and mainstreamed throughout.
- **Easier to understand**, better balance across whole framework.
- Updated, improved, but not revolutionized and **still recognizable**.



# Thematic areas



	Thematic area short names	Key values
1	Strategy, green and digital	Leadership, innovation, digitalisation and continuous improvement of public administration
2	Policy development and co-ordination	Effective strategic planning and evidence-based, inclusive and transparent policy making
3	Public service and human resource management	Professional, effective and trustworthy public servants.
4	Organisation, accountability and oversight	Accountable, open and transparent public administration
5	Service delivery	User-centric service delivery
6	Public financial management	Sustainable, predictable, efficient and transparent management of public finances





# Structure

