

Explanatory meeting on Public Administration Reform

Building a robust administration with the help of the
European Principles of Public Administration as a
reference framework

Brussels, 19 September 2022

European Commission

These slides accompany the explanation of the acquis to Albania and North Macedonia and can only be used for that purpose. Their content is subject to further development of the acquis and interpretation by the Court of Justice of the European Union

What I will talk about:

1. Public Administration Reform as a „fundamental“ for EU accession
2. Understanding and measuring public administration
3. What we will do and not do

1. Public Administration reform as a „fundamental“ for EU accession

1.Copenhagen criteria

2.EU Charter of Fundamental Rights



*The accession criteria, or **Copenhagen criteria** (after the European Council in Copenhagen in 1993 which defined them), are the essential conditions all candidate countries must satisfy to become a member state. These are:*

*political criteria: **stability of institutions** guaranteeing democracy, the rule of law, human rights and respect for and protection of minorities;*

economic criteria: a functioning market economy and the capacity to cope with competition and market forces;

administrative and institutional capacity** to effectively **implement the acquis** and ability to **take on the obligations of membership



Europe's biggest „industry“

Public sector = 47% of EU GDP

About 25% of EU workforce (biggest employer)

About 14% EU GDP = public procurement (big spender)



EU Charter of Fundamental Rights

*Art 41. **Right to good administration** – this includes the right to have a say in any decision that would have a negative effect on you, the right to access your file, and the obligation for the State (or body making the decision) to give reasons for its decisions.*

2. Understanding and measuring public administration

- What is good administration?
- Role and functions of the modern democratic state
- Our approach

The million Euro question(s)



*What is good
public
administration?*

...and

*How do you get
there?*

Role and functions of the state

Attitudes (values)

- ✓ Integrity
- ✓ Fair (equal treatment)
- ✓ Open
- ✓ Citizen interest focus
- ✓ Service oriented
- ✓ Adaptive

Performance

- ✓ Provide services
- ✓ Set standards
- ✓ Solve problems
- ✓ Build enabling environment
- ✓ Achieve sustainability
- ✓ Quality investment
- ✓ Etc.

Our approach

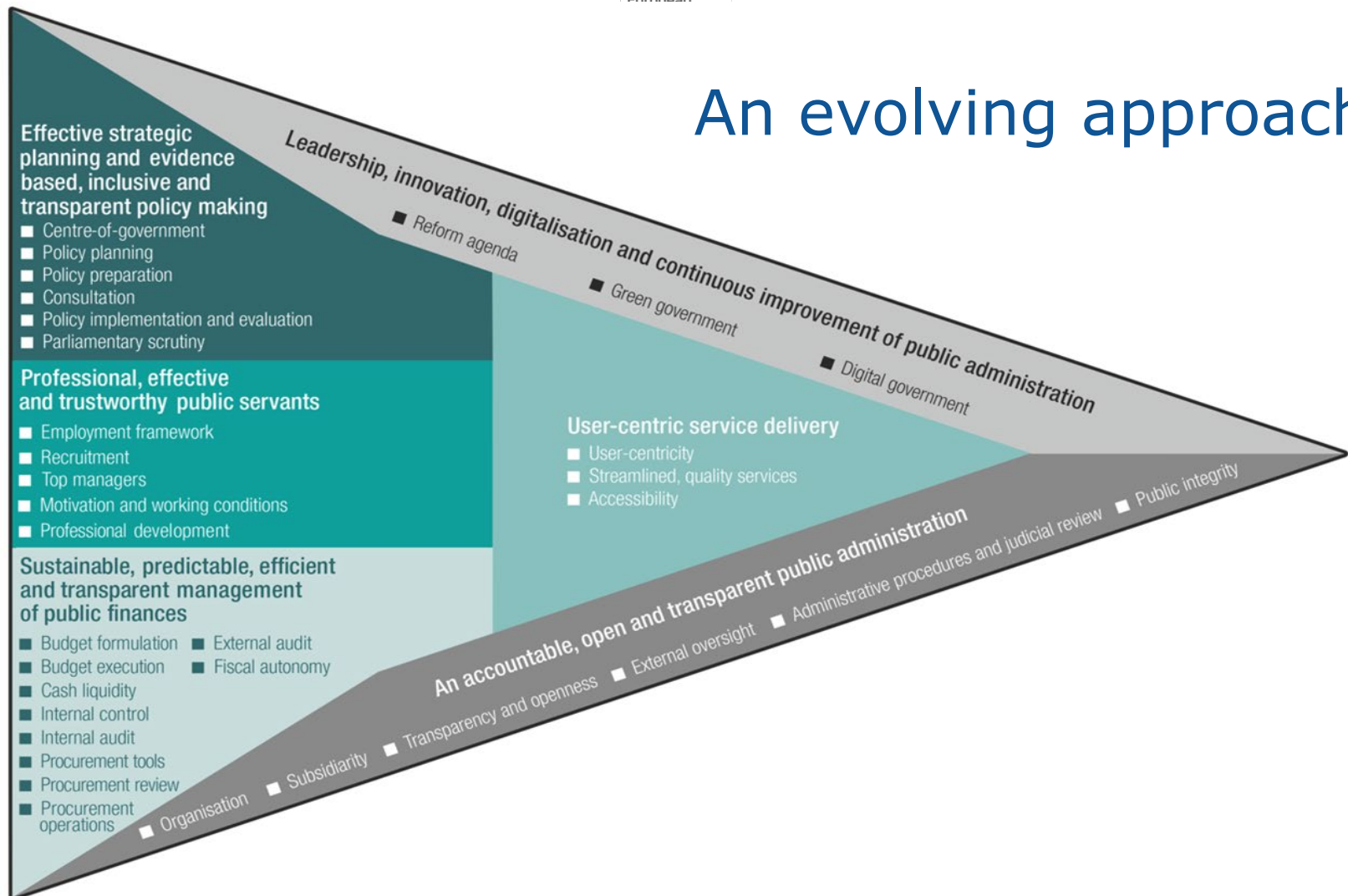
- „Principles of Public Administration“ as the main framework
- Other analysis frameworks (PIMA, PEFA, TADAT, etc.) and information sources
- Regular monitorings by Commission and with partners (including civil society)
- Regular policy dialogue on PAR and PFM („Special groups“)
- Reporting - enlargement package, Economic Reform Programmes, etc.
- Coherent approach and evolution

Principles of Public Administration

- ✓ **Strategic framework for public administration reform**
- ✓ **Policy development and co-ordination**
- ✓ **Public service and human resource management**
- ✓ **Accountability**
- ✓ **Service delivery**
- ✓ **Public financial management**



An evolving approach...



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What we will tell you and not tell you

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We will pay attention to:

- ✓ **Commitment** (on all levels) to real progress
- ✓ **Not a box ticking** exercise („it needs to work“, needs to be „sustainable“)
- ✓ **Genuine dialogue** (on what can be done, and where challenges are)
- ✓ Be **open to learning and innovation** (including modern administrative culture)
- ✓ Institutional set up should “**make sense**” and allow for efficiency and effectiveness
- ✓ PAR is **not a “silo”** – a **cross-cutting issue** (all ministries, regional and local)
- ✓ **Do join EU programmes and networks** as much as possible already (e.g. Digital Europe, FISCALIS, EUPAN, etc.)



We will not tell you:

- ✓ **How to run your country** (we respect administrative traditions and culture – wide variety among EU Member States)
- ✓ To set up institutions or follow certain „**best practice**“ models from another country that don't fit your context (*unless required by the acquis*)
- ✓ It is „just a technical issue“ (it is in fact always political)

Finally:

Improving public administration is never easy: There is not a single Member State that has the perfect administration, or no/few problems (nevertheless some work better than others, but all face new challenges)... *including the Commission administration*

We share the same interests here: a well managed state that improves the lives of her people

Culture eats strategy for breakfast: With the right vision and values, the rest will follow...

We are your partner: We are there to help and support, as Commission, through our instruments and partners

