



Governance principles to achieve public value: more than loose ‘words’ and less than strict ‘standards.’

Salvador Parrado

October 2023

Public value refers to...

**Maximizing
welfare**

Observing

Client
satisfaction

Individual

Fair treatment

Quality of
life

Social

Just social
relations

With the support of...

Source: Adapted from Geuijen et al. 2017

Governance Guidelines



Actions to **achieve results**

Evidence-based decision making

Monitoring results

Welfare is specific, and based on measurable standards:

- Life expectancy
- Safety perception
- Poverty line

Can we monitor and enforce unspecific governance principles and guidelines?

When implementing principles, consideration of...



Diversity of organizations and audiences

Differences in **organisational capacity of bureaucracies**

Setting ways to support progress and 'enforcement' mechanisms

It is not about following a rule book... but a storybook, a narrative.

One narrative: Principles of public administration - EU



Service delivery

Strategic framework of public administration reform

Policy development and coordination

Internal control and audit

Public procurement

Merit-based civil service

Accountability

How does it work in practice?

Source: Adapted from SIGMA 2017

Assessing the EU principles of public administration in a country

Responsible: SIGMA-OECD

Fieldwork: documentary evidence, site visit

One inspector per principle from EU States

Actors

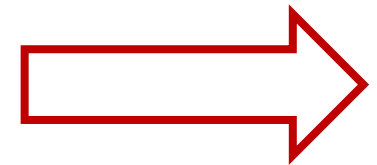
Civil servants & experts from the country **provide evidence**

Methodology: Two booklets – Open principles, narrowed down



Principles of Administration – Accountability– SIGMA (OECD)

Indicator 4.2.1: Accessibility of public information						
This indicator measures the extent to which the legal and institutional framework regarding access to public information is established, promoting timely responses to public information requests free of charge or at a reasonable cost. It also covers the practical application of these legal requirements, with particular focus on proactive disclosure of public information and perceptions of availability of public information.						
Sub-indicators	Maximum points					
Legal and institutional framework for access to public information						
1. Adequacy of legislation on access to public information	10					
2. Coverage of basic functions for implementing access to public information	5					
Citizens' level of access to public information						
3. Proactivity in disclosure of information by state administration bodies on websites (%)	5					
4. Proactivity in disclosure of datasets by the central government (%)	5					
5. Perceived accessibility of public information by the population (%)	2.5					
6. Perceived accessibility of public information by businesses (%)	2.5					
Total points	0-5	6-10	11-15	16-20	21-25	26-30
Final indicator value	0	1	2	3	4	5



Principles of Administration – Accountability– SIGMA (OECD)



Sub-indicator 2	Coverage of basic functions for implementing access to public information
Methodology	<p>Interviews, expert review of laws and relevant documents.</p> <p>A supervisory body is a state inspectorate or a supervisory body specialised in public information issues.</p> <p>The following criteria must be met for a supervisory body to be considered as independent:</p> <ul style="list-style-type: none">• The management board or the head of the body is appointed for a fixed term and can be dismissed during this term only in strictly defined cases;• The budget of the body is presented directly to the parliament;• Decisions of the body cannot be quashed by any executive body.
Point allocation	<p>For each of the following five criteria, 1 point is awarded (total of 5 points):</p> <ul style="list-style-type: none">• Statistical data on requests for access to information and decisions is aggregated and published by a relevant public body;• Access to public information and compliance of public institutions in this matter is actively promoted by the relevant public body (or bodies);• There is an independent supervisory body responsible for the area of access to public information;• Inspections of compliance are conducted by the relevant supervisory body;• Sanctions for non-compliance are imposed by the relevant supervisory body.

Principles of Administration – Accountability– SIGMA (OECD)

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Assessing the EU principles of public administration in a country

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Fieldwork: documentary evidence, site visit



Actors

Experts from EU members: inspectors (one per principle)

Civil servants & national experts from the country provide evidence

Methodology: Two booklets – Open principles, narrowed down

Report output: 2 pages per principle and a scorecard

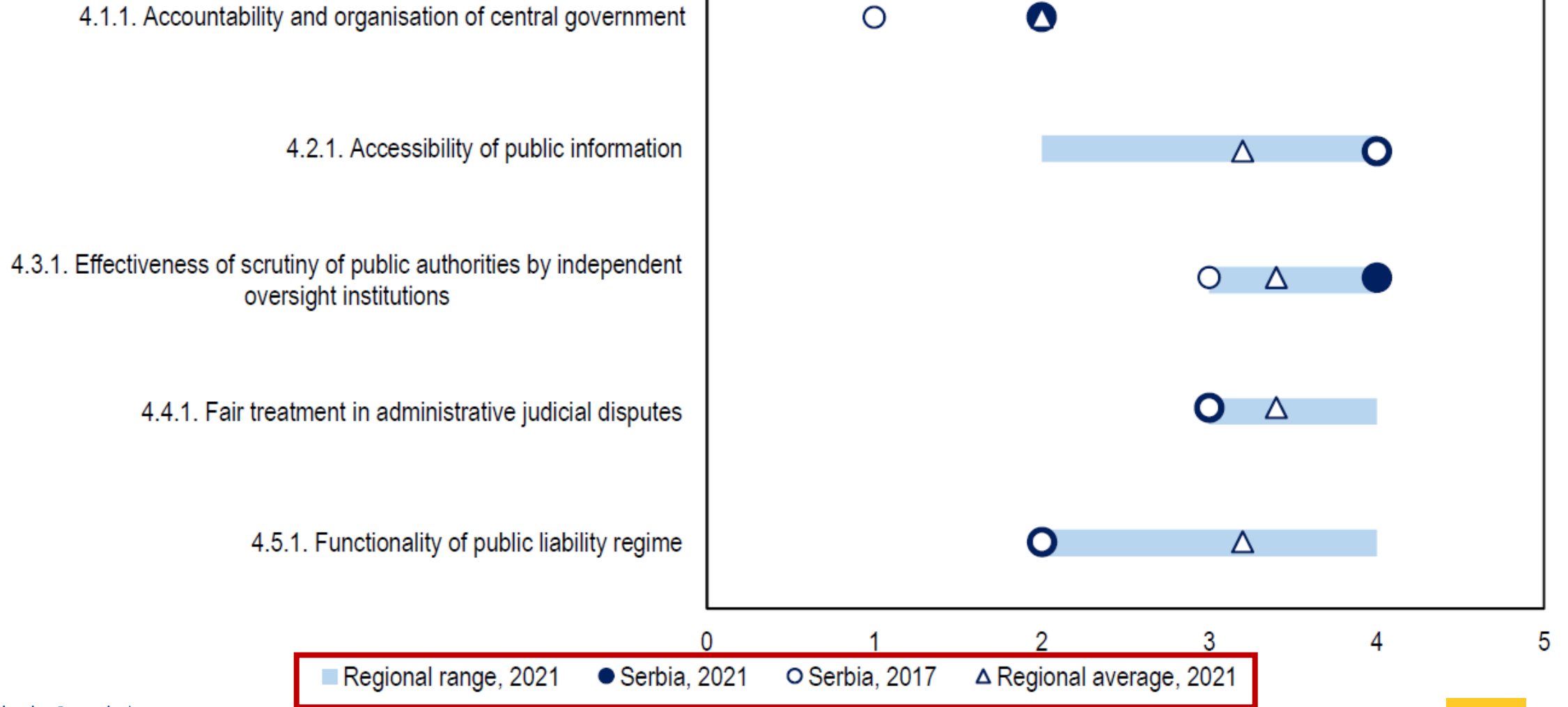
Report is '**calibrated**' at OECD and **validated/disputed** by the authorities

Progress is assessed: regional & time comparisons

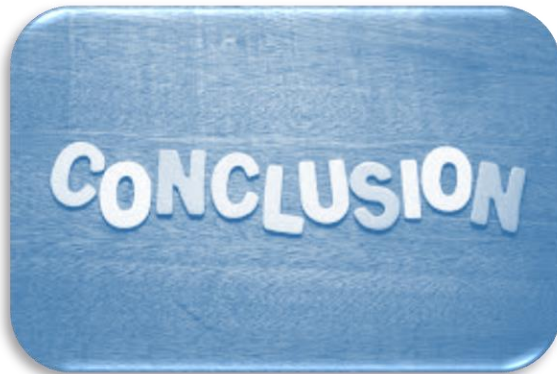
Service Delivery – Serbia

The score graph

Area average



Observing governance principles: relevant aspirations to achieve public value (welfare & due processes)



Yet, principles are unspecific and open to interpretation

Authorities need a roadmap to understand their implementation and progress

Monitoring and 'enforcing' principles can be a route; **inherent beliefs in principles** are our goal

Thank you



Funded by the
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