



STRENGTHENING PUBLIC GOVERNANCE

OECD/SIGMA

Klas Klaas

**8th Annual Meeting of Senior Budget Officials from
Central, Eastern and South-Eastern European countries
Tallinn, 28-29 June 2012**

A joint initiative of the OECD and the European Union,
principally financed by the EU





What is SIGMA?

- **S**upport for **I**mprovement in **G**overnance and **M**anagement
 - joint EU/OECD Initiative
 - founded in 1992
 - **to assist beneficiary countries**
 - EU candidates
 - EU potential candidates
 - EU Neighbourhood countries (since 2008)
- in promoting and strengthening public governance**
- Staff: subject specialists, different nationalities with direct experience of public administration



SIGMA geography

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Territoires de l'Europe

L'UE au 1^{er} janvier 2008 :

- États membres de l'Union européenne
- États candidats : les négociations n'ont commencé qu'avec la Croatie et la Turquie.
- États dont l'UE a reconnu la « vocation » à devenir membre
- États membres de la zone euro
- États membres de l'espace Schengen

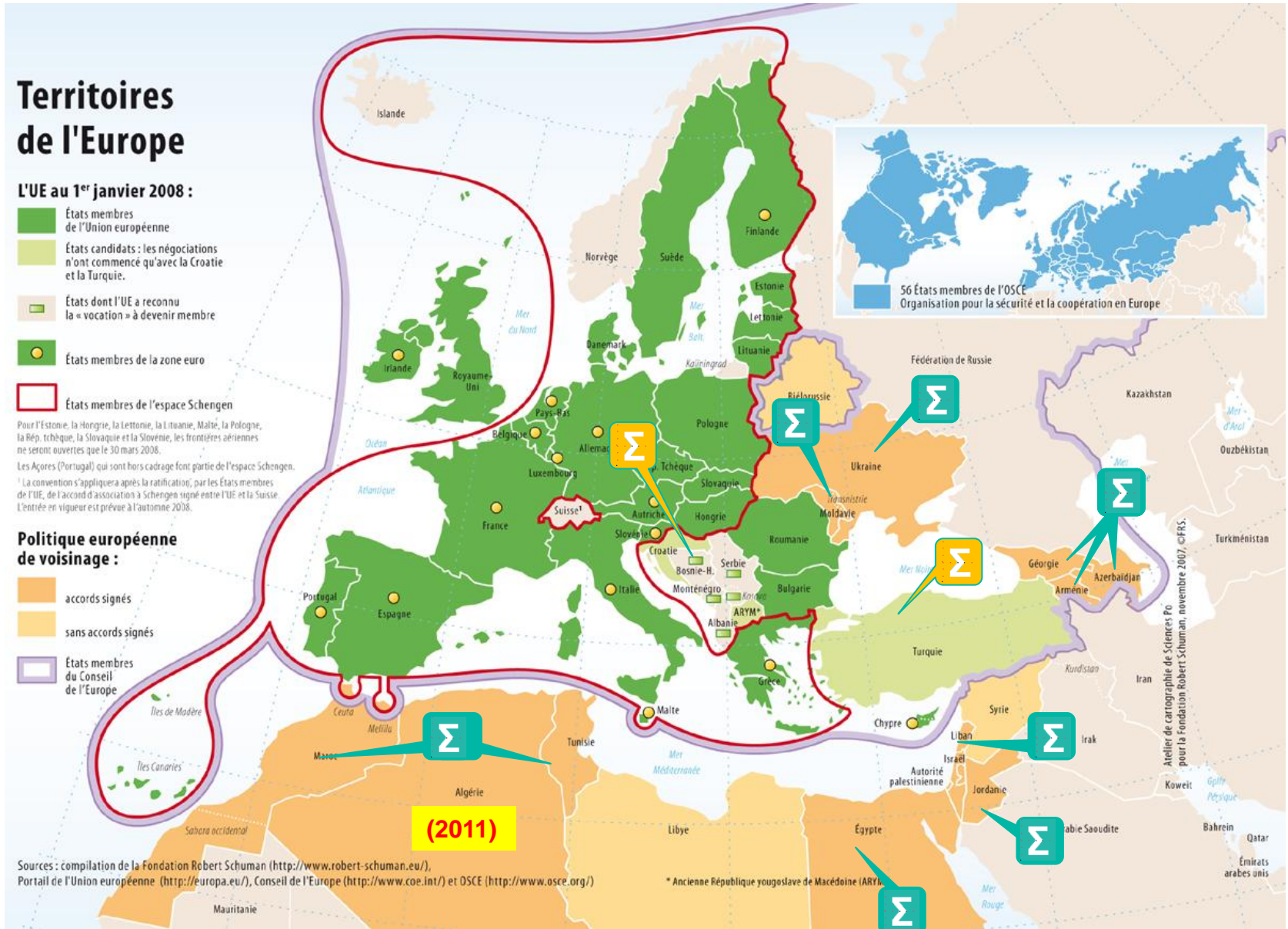
Pour l'Estonie, la Hongrie, la Lettonie, la Lituanie, Malte, la Pologne, la République tchèque, la Slovaquie et la Sloveenie, les frontières aériennes ne seront ouvertes que le 30 mars 2008.

Les Açores (Portugal) qui sont hors cadrage font partie de l'espace Schengen.

¹ La convention s'appliquera après la ratification, par les États membres de l'UE, de l'accord d'association à Schengen signé entre l'UE et la Suisse. L'entrée en vigueur est prévue à l'automne 2008.

Politique européenne de voisinage :

- accords signés
- sans accords signés
- États membres du Conseil de l'Europe



Sources : compilation de la Fondation Robert Schuman (<http://www.robert-schuman.eu/>),
Portail de l'Union européenne (<http://europa.eu/>), Conseil de l'Europe (<http://www.coe.int/>) et OSCE (<http://www.osce.org/>)

* Ancienne République yougoslave de Macédoine (ARYM)

Atelier de cartographie de Sciences Po pour la Fondation Robert Schuman, novembre 2007, ©FRS.



EUROPEAN COMMISSION





SIGMA areas of work

- Civil service and administrative law
- Policy-making and coordination, regulatory management
- **Public finance management**, including:
 - MTEF and budget planning
 - Treasury management
 - **Financial management and control arrangements**
 - **Internal audit**
 - **External audit**
 - **Public procurement**
 - Management of EU funds



Who do we work with?

SIGMA's usual partners in the countries are:

- General Secretariats / Government Offices
- Ministries of Public Administration
- Other ministries (e.g. Justice)
- **Ministries of Finance**
 - including agencies for the management of EU funds
- **Supreme Audit Institutions**
- **Public Procurement bodies**
- Parliaments
 - including Budget and Finance Committees





What do we do?

- Long term partnership with our counterparts in the countries
- Short term technical assistance, e.g.:
 - Support in preparing strategies and reform plans
 - Advice in planning larger TA projects
 - Awareness raising events
 - Coaching and advising key middle managers in the administration
 - Peer reviews of specific systems or organisations (e.g. Supreme Audit Institution)
- In the accession countries, annual assessments for the EU on governance systems
- Policy papers, studies in public governance





What hinders success?

- Promotion of overly complicated reform plans
 - which countries in the regions tend to accept
- Unrealistic wishes and ambitious time plans
 - an initial project of 5 months can take 2 years
- PFM reforms are seen in isolation from overall PAR
- Lack of attention to implementation
 - focus is too often on producing new regulation
- Small basis of expert staff in countries
 - often only one person knows what the issues are about AND wants to do something about it
- Coordination between donors only occasional
 - different interests of donors leading to competition
- Lack of recognition of differences between countries

Way forward for SIGMA

- Stronger focus on countries
 - including country strategies that look at PFM in the context of overall public governance
- More bridging between specific public governance areas (e.g. between PAR and PFM)
- Sequencing of reform activities, ensuring that there is time to consolidate reform steps before moving further
- Stronger focus on policy making and helping the countries to manage reforms through to implementation
- We continue being an EU/OECD partnership