



# OECD SIGMA Programme – work, data, publications and much more

**International Forum “European standards of good governance for training higher education students in the specialty «Public Management and Administration»”**

**National University of “Kyiv-Mohyla Academy”**

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Kyiv, 29 May 2025



# SIGMA Team in Ukraine

Strategy and Policy  
Development

Civil Service and  
Accountability

Service Delivery

Public Financial  
Management

Public Procurement

Martins Krievins



Lech Marcinkowski



Nick Thijs



Ferdinand Pot



Marian Lemke



Jose Diaz



Jose Diaz



Alastair Swarbrick





# What do we do?

- Taking a **long-term perspective** of reforms, we provide countries with **short-term technical assistance** that complements other EU institution building instruments, including:
  - Support in preparing strategies and reform plans
  - Assistance on drafting and amending laws
  - Awareness raising events and trainings
  - Advising key senior and middle managers
  - Practitioner-to-practitioner support
  - Sharing of experiences e.g. regional events
  - Peer reviews of specific systems or organisations
  - Advice to the European Commission and the EU Delegations
- In addition, **policy papers and studies on public governance** – for example, in 2022 and 2023 two regional studies specifically covering all Eastern Partnership countries were published on service delivery and centres of government. In 2025 we are working on regional studies on organisation of ministries and government communications, and another on parliamentary administrations in the pipeline for 2026.





# What we do now in the Eastern Partnership region?

| Professional area                       | Armenia  | Azerbaijan | Georgia  | Moldova  | Ukraine   |
|---|----------|------------|----------|----------|-----------|
| Strategic Framework for PAR             | ✓        | -          | In past  | -        | ✓         |
| Policy Development and Co-ordination    | ✓        | -          | In past  | Regional | ✓         |
| Public Service and HR Management        | ✓        | ✓          | In past  | ✓        | ✓         |
| Organisation, Accountability, Oversight | -        | -          | -        | ✓        | ✓         |
| Service Delivery and Digitalisation     | Regional | Regional   | Regional | Regional | ✓         |
| Public Financial Management             | EA       | EA         | In past  | EA       | PIFC & EA |
| Public procurement                      | ✓        | ✓          | In past  | ✓        | ✓         |

- SIGMA works based on Country Action Plans / Work Programmes that are primarily based on requests coming from Country Beneficiaries and agreed with the EU Delegations and the EC
- Given limited resources SIGMA is focusing on supporting areas where there is a clear commitment within the country to improve particular aspects or systems
- SIGMA uses international and local experts to facilitate the work with beneficiaries
- SIGMA promotes good examples from EU MS, but never advocates for 'copy-paste'
- SIGMA is constantly co-operating with bi- and multi-lateral development partners





Knowledge base – [www.sigmaweb.org](http://www.sigmaweb.org)

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# The absolute “classics” and “basics”

[Principles of Public Administration - OECD \(sigmaweb.org\)](https://sigmaweb.org)

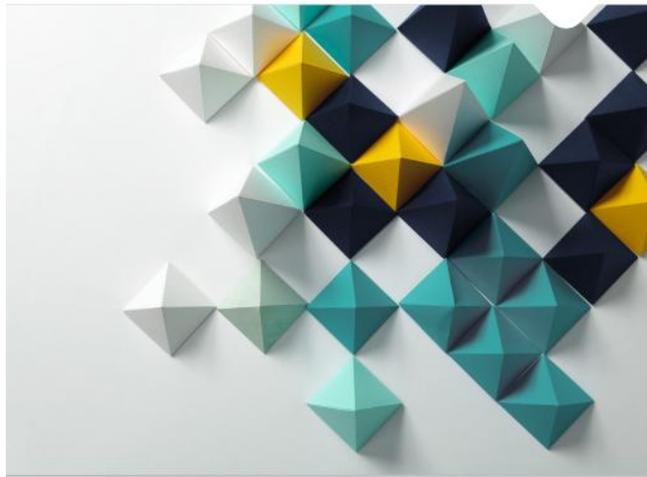
## Principles



2023 edition

### The Principles of Public Administration

November 2023



## Methodology



2024

### Assessment Methodology of the Principles of Public Administration

Updated indicators for SIGMA Monitoring Reports



## Reports



SIGMA Monitoring Reports

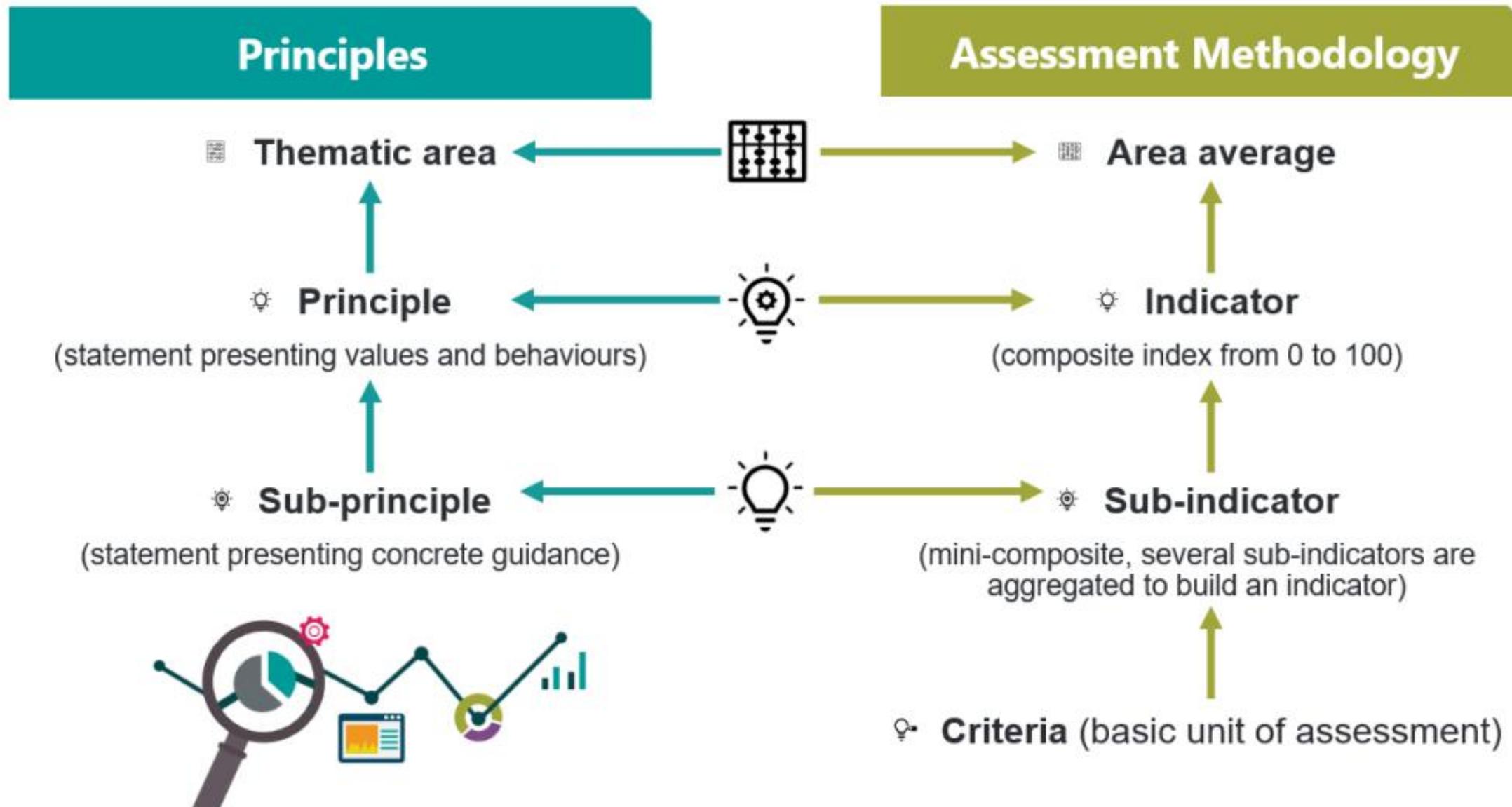
### Public administration in Ukraine

Assessment against the Principles of Public Administration  
January 2024





# Interlinkage between Principles and Methodology

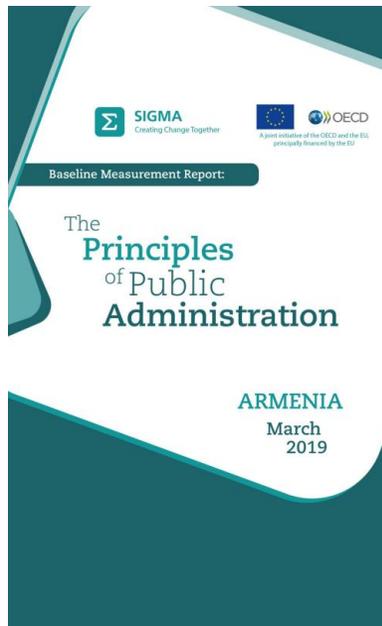




# Role of SIGMA Monitoring reports

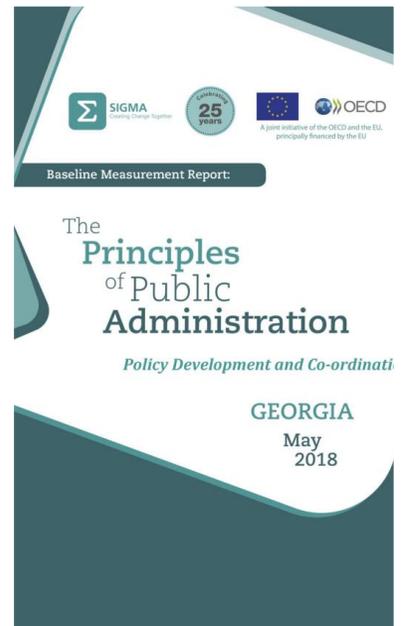
SIGMA Monitoring reports are means for **diagnosing** the current status of development of public administrations against the universal principles of good public administration, as well as **seeing progress (or sometimes regress)** of countries over time. The **recommendations** set out in the Monitoring reports allow countries and SIGMA (as well as other organisations, especially the European Commission) to **target particular identified shortcomings**.

## Armenia



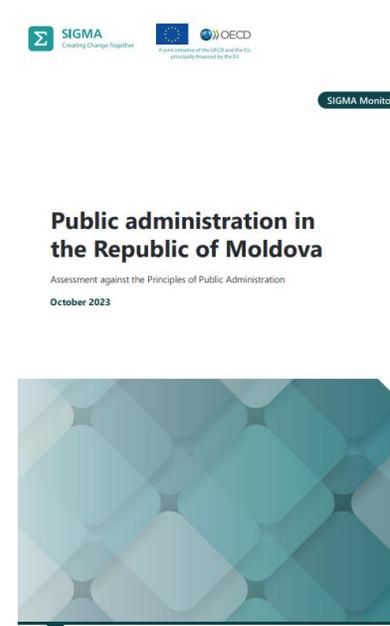
Updated assessment coming in late 2025!

## Georgia



Updated assessment likely in 2027!

## Moldova



## Ukraine

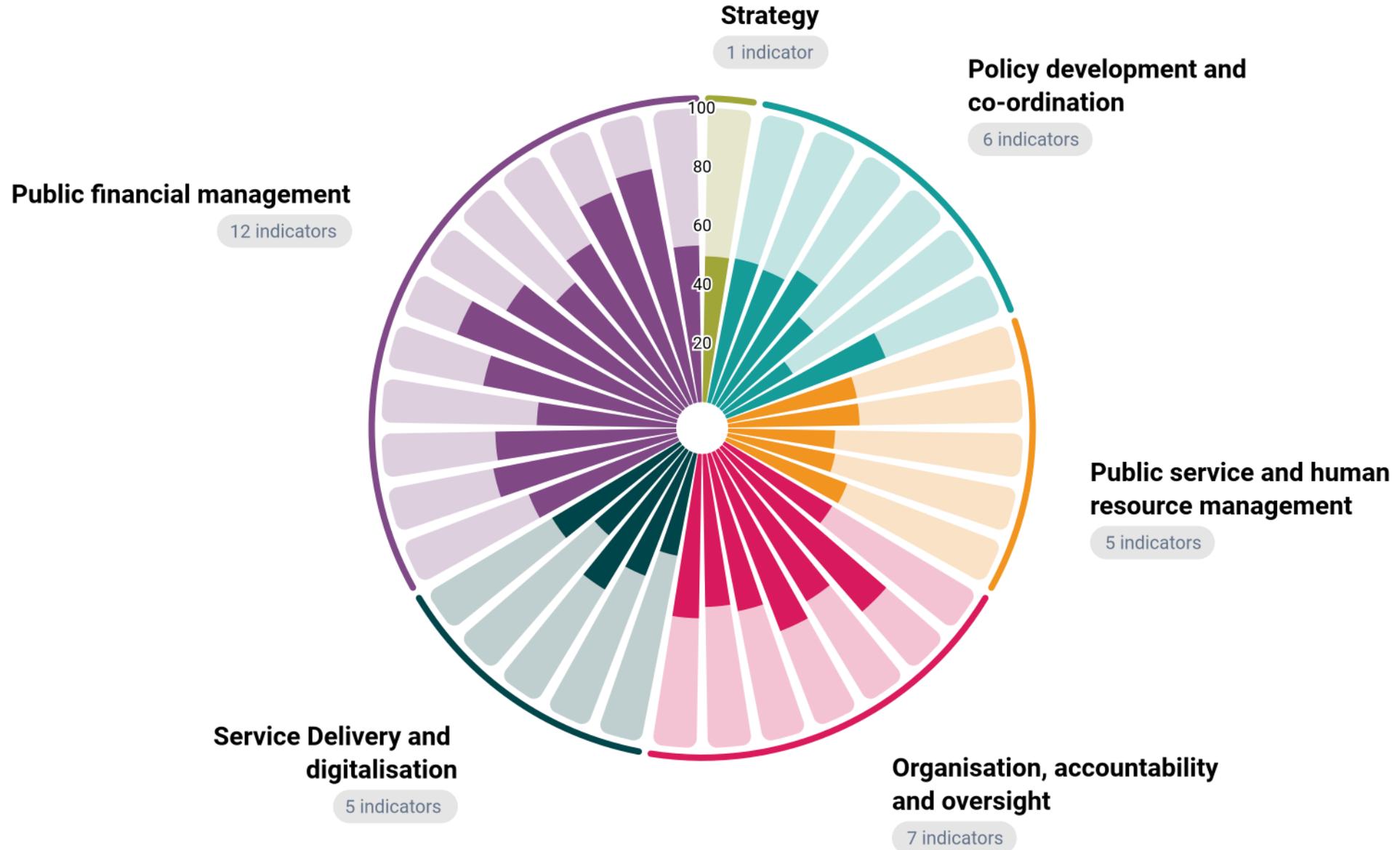


Updated assessment likely in 2027!





# How do the result look?





# Publications – these are only the last 12...

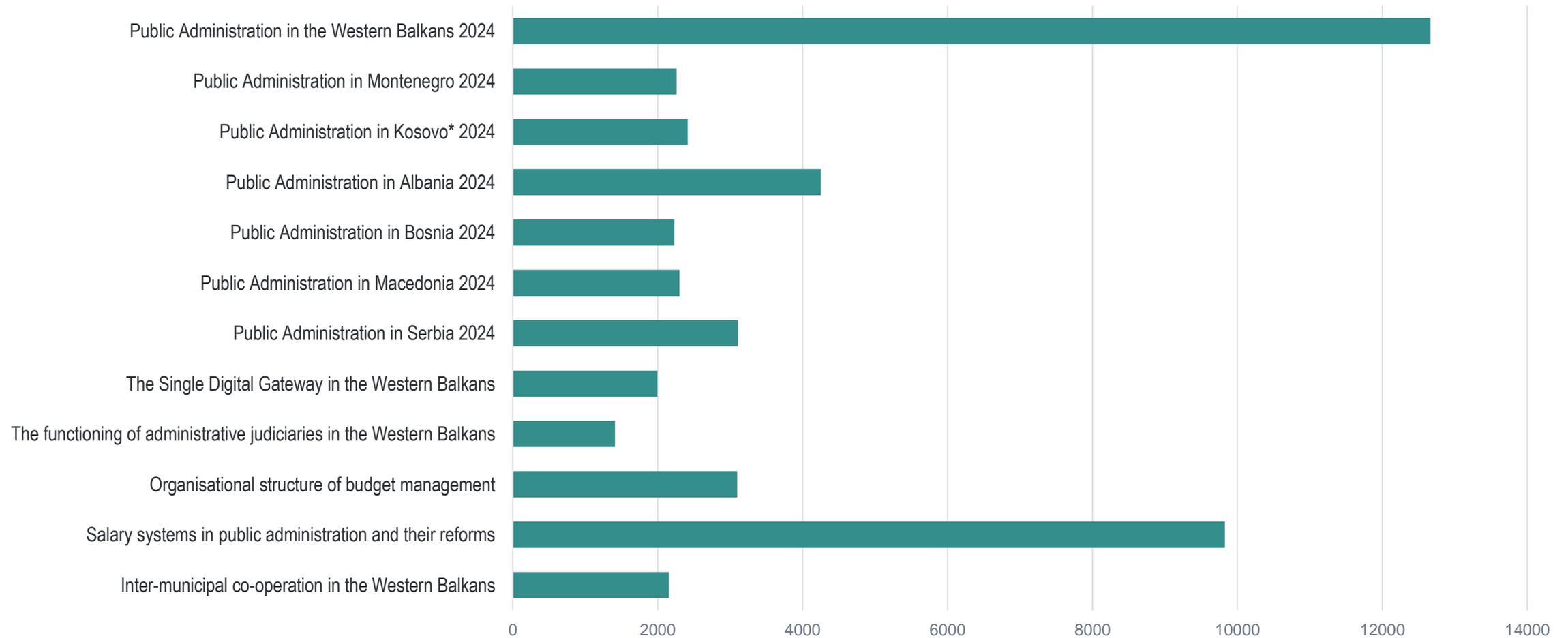


A joint initiative of the OECD and the EU, principally financed by the EU.





# ... and all of them are getting a lot of attention

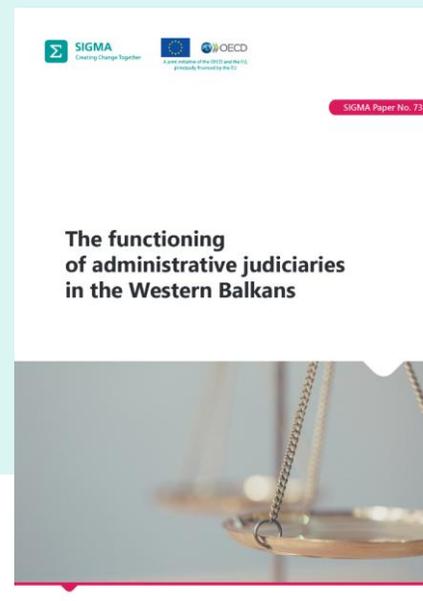




# Attention to specific policy issues

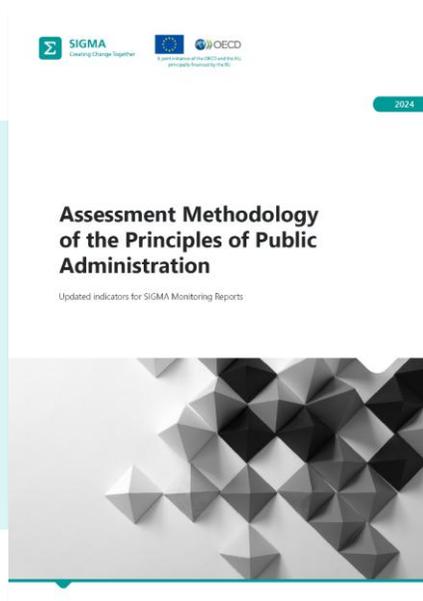
## SIGMA Papers

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



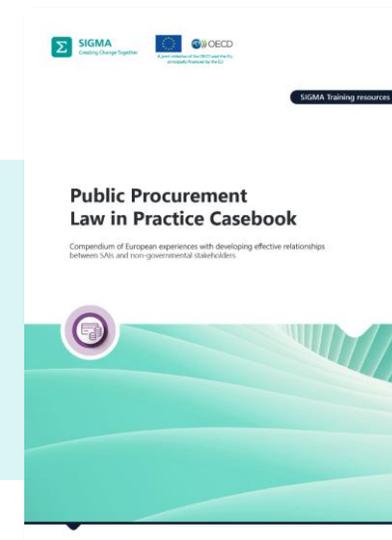


# Not only analysis, but also ideas for implementation



## The Principles of Public Administration

## Toolkits and guidance





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23 May 2025

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On 9-10 April 2025, SIGMA, in co-operation with the Secretariat of the Cabinet of Ministers of Ukraine, the National Agency of Ukraine on Civil Service, the Center for Adaptation of the Civil Service to the Standards of the ...more

PHOTOGRAPH OF A WEBINAR EVENT WITH A LARGE AUDIENCE AND A PRESENTATION SCREEN.



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We are pleased to announce the launch of the re-designed SIGMA Data Portal, which presents the recent public administration data from the Western ...more

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- Organisation, accountability and oversight
- Service delivery and digitalisation
- Public financial management





# Thanks!

Please do not hesitate to contact SIGMA should you have any questions or need any support!

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