Human resource management
in the context of coronavirus (COVID-19)

Inventory of ideas for civil service authorities,
human resource units and line managers

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Introduction

With the end of the confinement and the gradual reopening of premises and services, all countries are confronted with exceptional circumstances. The reopening of ministries and agencies requires many civil servants to return to on-site work. This return to on-site work is creating incertitude and challenges, both for public organisations and for individuals. Most public institutions and units will confront backlogs and/or increased workloads following the coronavirus (COVID-19) crisis.

All of these processes are happening over a short period of time and in an uncertain environment. However, public institutions, managers and staff, are confronting these new situations with "pre-COVID" thinking and with very rigid civil service regulations. Therefore, there is a need to innovate and to think "out-of-the-box" to find appropriate responses to the COVID context.

This paper explores a number of measures or potential responses for four broad situations that public institutions could face during the coronavirus (COVID-19) period. See the box below.

Situation 1. Insufficient number of staff working on-site

How to cope with a heavy workload due to accumulated backlog and new priorities?

This paper details a number of approaches and measures that could help ensure enough staff are working on-site to be able to perform at the required level.

Situation 2. Health risks at the workplace

How to reduce coronavirus-related risks in work premises when resuming work on-site?

This paper includes a number of approaches and measures that could help reduce the coronavirus-related risks for all staff working on site.

Situation 3. Weak motivation, stress, burnout

How to support employees to cope with coronavirus-related stress and anxiety?

This paper presents a number of approaches and measures that could help reduce stress, prevent burnout and enhancewell-being, motivation and work satisfaction in the context of coronavirus (COVID-19).

Situation 4. Managing remote employees for extended periods

How to manage a large number of employees working remotely over a long period?

This paper identifies approaches and measures that could help public institutions to create an adequate teleworking environment, ensuring integration of remote working in work processes and a fluid combination of on-site work with teleworking.

In the following pages, you will find an inventory of potential measures to address these challenges. The inventory is intended for administrative services with clerical workers and other employees working in offices. This list does not take into account specific situations or needs in specialised public services such as health, education, transportation, cleaning and maintenance, security or prisons.

The inventory presents tables connecting each situation or problem with a number of potential approaches and actions that may be useful to prevent and/or to work through the situation. The list includes measures under the following approaches: overtime; flexible working time; teleworking; equipment and physical arrangements; training and communication; mobility; additional staff; work processes; health and well-being; salary.

This document explores generic situations; each organisation is unique, so it will be necessary to identify the specific problems and needs before considering if the actions suggested in the inventory are applicable and could deliver positive outcomes in your work environment. In many cases, "actions" will need to be adapted to fit your specific circumstances.

The paper does not consider possible budgetary constraints, which could lead to public institutions having to consider a number of austerity measures to reduce payroll expenditure.

Situation 1. Insufficient number of staff working on-site

Due to high levels of telework and coronavirus-related absences and/or due to increased workload, there are not enough employees currently working on-site to carry out all of the required tasks. Additionally, due to coronavirus-related circumstances, the employees' daily attendance is not fully predictable, so there may be unexpected absences in critical positions.

The objective to be met by the potential actions is to have enough employees working on-site to be able to provide services regularly

Approach to the situation/ problem	Potential actions to prevent and/or to cope with the situation/problem
A) Use overtime[1]	**In order to increase the presence of employees on-site:** 1. **Propose that the employees present in the workplace work longer hours** to manage excess work. With these overtime hours, the available employees can accomplish the tasks of absent colleagues and help reduce backlogs. 2. **Increase the overtime legal limits** (daily, weekly, monthly and/or yearly) to allow staff to work more hours; consider increasing the limits across positions and categories or only for some of them (take into account international law and benchmarks: in the EU there is a weekly average limit of 48 hours, calculated over a reference period of up to 4, 6 or 12 months). **In order to protect the on-site working hours:** 3. **Postpone the recuperation/compensation of overtime hours** to avoid situations of understaffing at the workplace. 4. **Do not allow the reduction of on-site working hours** when compensating overtime. If overtime hours are to be recuperated, recuperation should be limited to teleworking hours. **In order to incentivise employees to work overtime:** 5. **Increase compensatory time off for overtime** (i.e. 1.5 or 2 hours off for each hour of overtime) to encourage staff to work additional hours [time off is to be taken over the long term; be aware of the risk of staff shortages in the future]. 6. **Increase overtime pay:** increase hourly rate and/or extend the maximum number of hours that can be paid [use this measure only temporarily; be aware of the costs].

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[1] Overtime is work performed by an employee in excess of the normal hours of work, which has been officially requested and approved by management. It is work that is not part of an employee's regularly scheduled working week and for which an employee may be compensated (European Observatory of Working Life).

B) Use flexible working time arrangements	**In order to increase the presence of employees on-site:** 1. Allow **individually-tailored working schedules** for staff with family responsibilities, to facilitate their on-site work (i.e. working on-site only in the afternoons or some days per week, to make this compatible with childcare during school closures). 2. **Postpone / Allow carry over of (summer) annual leave** to increase the number of on-site staff during summer months [be aware of future risk of staff shortages]. 3. **Use working hours bank arrangements*:** non-worked hours during teleworking or quarantine are accumulated to be used for extended on-site work. For example, an employee worked remotely 25 hours per week instead of 40 for two weeks. S/he accumulated 30 hours for the two weeks (15 per week) which s/he will have to carry out when returning to on-site work in addition to normal hours (within the maximum legal limit). 4. **Use annualised working hours*:** under annualised hour schemes, an employee is to work a number of hours during the course of the year (i.e. 1 700 hours). The hours actually worked are likely to fluctuate from week to week. In case of the coronavirus (COVID-19) crisis, this could allow the public body to reduce weekly hours during lockdown and telework and to increase weekly hours when reopening. *See ILO publications at the final section of this document.
E) Use mobility to redeploy staff	**To internally redeploy staff within your unit or public body (functional mobility):** 1. **Redeploy existing unit staff into new roles** in the same unit/team to support carrying out the tasks where there are backlogs. 2. **Train employees to perform new/additional functions** and enhanced responsibilities, allowing them to replace colleagues and supervisors in case of need; consider using cross training between different units. These employees will then be able to fulfil critical tasks and/or replace colleagues in understaffed services/units. **To redeploy staff to reinforce priority services and public institutions (interministerial, geographical and functional mobility):** 3. **Encourage temporary mobility** (functional, interministerial and geographical) from non-priority units/bodies to those requiring additional staff [i.e. a European country organised an information hotline with clerical staff from a closed museum, during lockdown]. 4. **Use compulsory redeployment** if facing emergency situations. 5. Offer **training to volunteer staff** accepting to be temporarily redeployed. 6. **Create a staff mobility platform or *marketplace*** to match demand and offer to fill workforce gaps in different units and organisations.
F) Request support from other units	**To reduce your excess workload:** 1. **Send routine tasks and other easy work** to other units less affected by increased workload so that they can help reduce backlogs. Provide training, support and recognition to the employees concerned. This is not mobility, as the support employees remain at their unit, in their premises and under the same hierarchy (however, you can agree to provide functional supervision).

G) Use temporary contracts, external staff, retired employees, volunteers	**In order to increase the number of employees on-site:** 1. Hire **temporary / interim staff** to support the understaffed services [consider partial or complete e-recruitment procedures]. 2. **Train temporary staff** to develop the required functions, so that they can replace employees absent from the workplace. 3. Use **external staff** for non-core tasks (outsourcing), to use your own staff for developing core functions. 4. **Postpone retirement** of selected employees to maximise available staff in critical on-site positions. 5. Mobilise recently **retired staff**; they can help to manage the workload and already have the knowledge needed to carry out the tasks. 6. Engage **volunteer** citizens for certain auxiliary, non-professional tasks. 7. Provide (virtual and/or on-site) **onboarding and induction training** to all new staff.
H) Revise internal organisation and work processes	**In order to ensure that key functions and services are regularly developed:** 1. Keep any **non-priority workload as low as possible**, to avoid running out of staff for priority missions. 2. Organise a daily **early morning "workload meeting"** to redistribute staff according to the situation of the day. 3. **Reassign roles and responsibilities** according to the priorities and to the number of available on-site staff.
I) Ensure well-being	**In order to prevent absences due to psychosocial risks:** 1. Provide **"return-to work" training** sessions. 2. Provide **psychological counselling**, mental health solutions and telehealth options to avoid absences due to burnout. 3. Organise **webinars about health and deconfinement.** 4. Allow **vulnerable staff to voluntarily work on-site**, if authorised by medical services.
J) Use monetary incentives (salary and allowances)	**In order to encourage the return to work of some categories of employees:** 1. In certain exceptional cases/conditions, consider **increasing overtime pay**, to encourage staff to work additional hours. 2. Pay a **babysitting allowance** during school closures, to allow parents to work on-site. 3. Ensure **redeployed staff are receiving the full salary** and allowances assigned to them in their previous positions. 4. Pay a temporary **redeployment allowance** to provide an incentive to employees to be redeployed. 5. Consider an **exceptional and temporary allowance for using car/motorbike**, to encourage employees to go to the office if they are concerned about using public transport.

K) Other measures	**To collect information for human resource (HR) and workload planning:**
	1. Use a **survey** to measure if employees are ready and at ease with returning to on-site work; you can find templates and examples, such as: https://www.surveymonkey.com/mp/coronavirus-return-to-work-survey-template/
	2. Identify **critical positions**, required for on-site work (such as front-desk employees), and develop a contingency plan to ensure alternative qualified staff are available to substitute if usual employees are unable to work.
	3. Consider **stopping, deferring or reducing non-essential or urgent** services and activities.
	4. Ensure **direct communication tools (WhatsApp, Viber or others)** are available for all staff to warn supervisors/teams in advance if unable to come to the workplace; early warnings help managers to react and organise / distribute the workload differently.

Situation 2. Workplace health risks

When resuming work on-site, organisations should minimise health risks at the workplace, taking action to guarantee the safety and comfort of staff, avoiding overcrowding on work premises and applying relevant coronavirus (COVID-19) prevention measures*.

The objective of the potential actions is reducing the coronavirus-related risks for all staff working on-site

*This catalogue does not systematically include the provision of protective equipment and the numerous physical, hygiene and technical solutions for ensuring a healthy work environment that prevents coronavirus (COVID-19) transmission.

Approach to the situation/ problem	Potential actions to prevent and/or to cope with the situation/problem
A) Use flexible working time arrangements	**To avoid overcrowding at the workplace:** 1. **Stagger entry and exit times** (i.e. arrival time from 7.00 to 10.00am) to avoid too many employees at entry and exit and to allow them to use public transportation during off-peak hours. 2. **Extend opening/operational hours** and days at your premises, to allow shift working and to enable employees to work at non-peak hours; for example, working very early morning, after 17:00 or during the weekend. 3. **Use shift work:** organise staff into two or more on-site shifts (i.e. Week 1/Week 2, Morning/Afternoon, Monday-Wednesday-Friday/Tuesday-Thursday-Saturday) in order to distribute the presence of employees over time, ensuring adequate physical distancing; on-site hours could be combined with telework. 4. **Use compressed/shorter workweeks (on-site):** i.e. 4/10 workweek (four 10-hour days) or 9/80 workweek (80 hours in nine workdays over a two-week period); or 2.5 on-site days complemented by 2.5 remote days.
B) Use teleworking	**To save office space:** 1. **Save available office space** for staff that need to be physically present by switching some employees to continued telework; promote digital transformation for non-essential roles or activities in order to reduce the need to work on-site. 2. **Combine on-site work and telework** (days or hours) to be sure that there are not too many employees in the workplace at the same time; consider setting an occupancy rate per building or per floor (e.g. 40% of maximum occupancy). 3. **Arrange teleworking/remote work** for employees: - confined because of coronavirus (COVID-19), - in quarantine, - with family responsiblities, - who are vulnerable, - with vulnerable family members, etc. This solution should not involve an excessive administrative burden: trust employees when they declare being at risk and do not request a formal health certificate to be supplied.

D) Enlarge workplace space and ensure physical distances	**To reduce overcrowding at the workplace:** 1. **Disperse desks** to ensure minimum distances. 2. Enlarge workspace using **other available rooms** (meeting rooms, canteen, warehouse, etc.) to expand the workplace surface. 3. Borrow or rent **additional premises** to expand work space. 4. Set adequate procedures regarding entry and exit points, **communal spaces**, corridors, staircases and elevators. 5. Extend canteen and kitchen **times of use** to avoid distancing risks. 6. Allow use of **outdoor spaces for lunch** to avoid indoor risks. 7. Organise office **delivery services with catering providers** to reduce contact during lunchtime.
F) Ensure health and safety	**To ensure awareness of risks and commitment to observing preventive behaviour:** 1. **Provide generic advice on coronavirus (COVID-19) prevention** to reduce infection risks both in the workplace and outside of it. 2. **Informed consent/self-declaration:** ask all employees working on-site to read a detailed checklist of required behaviour and to sign their agreement with the established procedures to prevent the spread of the virus and other protocols. 3. Set **procedures for workplace access**; consider health checks at entry. 4. Provide **protective equipment** to all on-site staff. **To reduce risk of contagion:** 5. Request **employees to home quarantine** when presenting even mild coronavirus (COVID-19) symptoms or having had contact with infected individuals; ensure you have flexible sick leave to allow these individuals to remain at home with full salary. 6. **Contact tracing:** keep a register of teams and meetings to be able to track contacts and warn employees who have shared space with an infected colleague. **To encourage safer commuting to the workplace:** 7. Rearrange working time, to allow staff to use public transportation during **off-peak hours**. 8. **Encourage walking or cycling** to the workplace; consider allowances, subsidies to purchase bikes, secure bike parking, etc.

Situation 3. Weak motivation, stress, burnout

During the weeks or months of unexpected remote working and exceptional working conditions, many employees have experienced high levels of stress and anxiety. Now, some staff fear the perspective of returning to the workplace, while others fear the increased workload. Many employees suffer due to incertitude and lack of direct communication, feeling disoriented and demotivated. Without adequate support, some of them are at risk of reaching the point of burnout.

The objective to be met by the potential actions is ensuring the well-being of staff and enhancing their motivation and thus productivity.

Approach to the situation/ problem	Potential actions to prevent and/or to cope with the situation/problem
A) Use flexible work time	**To reduce stress:** 1. **Self-scheduling**: allow employees to set their own, tailor-made work schedules, to help them to balance work and family responsibilities (under certain criteria and limits). 2. Promote **flexible working hours** for employees to boost their activity, increase job satisfaction, and improve morale and motivation. 3. Encourage stressed employees to take **advanced annual leave**.
B) Redeploy stressed employees	**To reduce stress:** 1. **Redeploy stressed employees** into new roles to prevent situations of extreme stress or burnout. 2. Propose employees at risk of burnout to **switch to telework** or to on-site work, as they wish.
B) Ensure two-way communication	**To reduce stress and increase work satisfaction:** 1. Deliver regular, **timely and clear communication** to clarify situations and expectations; consider using FAQs and hotlines to answer questions. 2. Keep employees **updated on any workplace-related** changes so that they maintain a sense of involvement. 3. **Inform** employees regularly **about coronavirus (COVID-19).**
C) Provide training	**To increase work satisfaction:** 1. **Train managers and supervisors to pay attention to motivation**, to give feedback and to ensure adequate recognition ("to lead with empathy"). 2. Encourage employees to engage in **training and professional development**. 3. Provide **well-being training** to employees to reduce risks of stress or burnout.
E) Reduce excess workload	**To reduce stress:** 1. Use **temporary or external staff** to reduce inappropriate workload for your staff. 2. Manage the workload fairly to **avoid overburdening any employee**. 3. Use under burdened staff to distribute the workload and prevent employees from being overworked.

F) Internal organisation, work processes and corporate culture	**To enhance motivation and reduce dissatisfaction:** 1. **Listen to your staff** needs and concerns and provide support. 2. Provide **recognition** to your staff (e.g. recognise and highlight exceptional efforts). 3. Ensure **visible leadership** to give a sense of direction and encouragement. 4. **Set clear objectives** and follow the results (focus on objectives vs time worked). 5. For teams and employees whose projects have been blocked by the coronavirus (COVID19) crisis, encourage work on **mid/long-term projects** to maintain motivation. 6. **Help staff to create a work routine** to better distribute the workload and avoid fatigue. 7. **Empower supervisors, front-line staff and those in other relevant positions,** to allow them to "resolve" difficult situations (concerning users or subordinates) and therefore prevent those employees from stress.
G) Promote well-being and health	**To preserve well-being and avoid burnout:** 1. **Identify psychosocial risks** linked to the coronavirus (COVID-19) context. 2. Provide **checklists** to help your staff identify their risk of burnout. 3. Use **surveys** to monitor staff anxiety and stress levels (see Situation 1, Action K 1). 4. **Avoid overburdening** essential staff. 5. Provide **psychological counselling** and mental health care 6. Provide **telehealth options**. 7. Encourage all managers and supervisors to explicitly **show commitment to protect staff**. 8. Help employees to develop **self-care strategies** to protect themselves from burnout. 9. Promote **healthy lifestyles** including diet, rest and sleep, physical activity and social contact with family and friends (respecting appropriate precautions). 10. Provide **bereavement counselling** for employees who have lost a family member due to coronavirus (COVID-19).
H) Provide specific recognition and compensation to front-line staff	**To reward efforts and stimulate productivity:** 1. Provide adequate **public recognition**, at the highest levels, to all front-line staff* during the coronavirus (COVID-19) crisis. 2. Provide exceptional **monetary and non-monetary compensation** for front-line staff* during the peak of the crisis, proportionate to their exceptional efforts and the increased risks. **Front-line staff, such as health professionals, care providers for the elderly, transportation, cleaning staff, prison officers or police; consider education, rescue services, social workers and others, depending on your specific circumstances.*

Situation 4. Managing remote employees for extended periods

Teleworking is still maintained for a large number of staff even after the lockdown. Supervisors are not accustomed to managing their teams without in-person supervision. Staff are anxious and stressed, especially parents and employees working from home in unsuitable physical and technical conditions.

The objective of the potential actions is ensuring the adequate performance of staff when working remotely

Approach to the situation/ problem	Potential actions to prevent and/or to cope with the situation/problem
A) Support your staff when teleworking	**To ensure adequate material conditions:** 1. **Support your staff with setting up a home office**, ensuring ergonomics and comfort to prevent stress and fatigue. 2. Ensure that employees working remotely are **equipped with secure laptops**, virtual private network (VPN) access and good internet access. 3. Promote **combining work on-site and teleworking** (days or hours). **To protect your staff when teleworking:** 4. **Set time limits** for involving teleworkers in meetings and calls, to ensure adequate rest during non-working hours. 5. **Suggest disconnecting** at a certain time (not only for employees with family) to help people to maintain a good work-life balance. **To reimburse teleworking costs:** 6. Provide or reimburse **ergonomic and IT devices** required for extended regular teleworking. 7. Reimburse the cost of **high-speed Internet** access at home to selected employees (maybe limited to lower categories). **To identify concerns and support needs:** 8. Use a **survey** to check how your staff feel when teleworking and the difficulties are they facing; you can find survey templates and examples online, such as: https://www.surveymonkey.com/mp/coronavirus-working-from-home-check-in-survey-template/ https://www.shrm.org/resourcesandtools/tools-and-samples/hr-forms/pages/coronavirus-covid-19-employee-return-to-work-survey.aspx 9. Consider using a different survey or an **online meeting** to gather information about **supervisors'** perceptions of managing remote teams.
B) Ensure adequate leadership and supervision	**To ensure smooth supervision:** 1. **Train managers and supervisors in leading remote employees** and encouraging teamwork across on-site staff and teleworkers. 2. Ask supervisors to **assess teleworking staff on results** and deliverables and not on their working time/immediate availability.

C) Create conditions for productive telework	**To remove obstacles for teleworkers and enhance their productivity:** 1. Ensure full **access to all key corporate IT systems** from home. 2. Take organisational measures to **allow remote work in as many work processes as possible**; this can ensure the continuity of certain services, even when there are not enough employees on-site. 3. **Integrate telework** into regular work processes. 4. Ensure **full participation of teleworkers** in professional teams and relevant meetings.

Some considerations on the feasibility and on the implementation of the approaches and measures included in the inventory

This document gathers a number of potential HR "actions" or measures that could potentially help to cope with some work situations or problems in the context of coronavirus (COVID-19). Most of the actions mentioned are being applied, in one way or another, by public institutions in the EU, OECD and/or SIGMA beneficiary countries. However, please take into account the following considerations:

1) Some of the measures described might be not easy to implement.

2) Depending on your legal framework, amendments and/or new regulations could be needed to apply some of the solutions.

3) In all cases, it is recommended to analyse the feasibility of the measure, also paying attention to its costs and to any risk of unintended consequences in the long term.

4) Some measures should be discussed with the relevant trade unions and other stakeholders; engaging unions and employee representatives is always recommendable when modifying work conditions, even if it is not compulsory under your applicable legislation.

5) Some measures are new and could surprise your staff; it is therefore necessary to develop a communication plan for employees to ensure their comprehension.

6) Some actions can have a significant budgetary impact: you will need to ensure that the resources are available and that the solution will have a positive impact that is worth the cost.

7) Certain measures require a change in the traditional managerial culture. It is therefore necessary to raise awareness and train and support managers so that they can manage the change.

8) Certain measures could be negatively perceived by citizens (i.e. granting baby-sitting allowances could be understood as an unjustified privilege for civil servants).

In addition:

9) Be aware that we are all in a learning process, so learn by doing, by trial and error; gather data and feedback and be prepared to react and amend accordingly. Be honest with your employees regarding the incertitudes and ask them to be flexible and open to change.

10) Be positive: these are challenging times and we need to be brave in navigating them in order to create positive changes for our staff and our users and citizens.

Some useful sources of information

European Union

Working Time Directive

Working Time Directive (2003/88/EC)

Working Time Directive 2003/88/EC: Interpretative Communication

Teleworking

Framework agreement on telework, signed in 2002 by the European Trade Union Confederation (ETUC), the Union of Industrial and Employers' Confederations of Europe / the European Union of Crafts and Small and Medium-Sized Enterprises (UNICE/UEAPME), and the Centre of Enterprises with Public Participation (ECPE)

https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=LEGISSUM%3Ac10131

https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=LEGISSUM:c10131&from=EN

European Foundation for the Improvement of Living and Working Conditions

Eurofound (2020), Telework and ICT-based mobile work: Flexible working in the digital age, New forms of employment series, Publications Office of the European Union, Luxembourg.

https://www.eurofound.europa.eu/publications/report/2020/telework-and-ict-based-mobile-work-flexible-working-in-the-digital-age

Forthcoming publication: Regulations to address work–life balance in digital flexible working arrangements

https://www.eurofound.europa.eu/publications/report/2020/regulations-to-address-work-life-balance-in-digital-flexible-working-arrangements

International Labour Organisation (ILO)

Flexitime and "time banking" schemes

https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---travail/documents/publication/wcms_170705.pdf

Prevention and Mitigation of COVID-19 at Work: ACTION CHECKLIST

https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS_741813/lang--en/index.htm

Website: COVID-19 and the world of work

https://www.ilo.org/global/topics/coronavirus/lang--en/index.htm

Guide to developing balanced working time arrangements

https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---travail/documents/publication/wcms_706159.pdf

The SIGMA Programme

SIGMA (Support for Improvement in Governance and Management) is a joint initiative of the OECD and the European Union (EU), principally financed by the EU. SIGMA has been working with partner countries on strengthening public governance systems and public administration capacities since 1992.

In partnership with the European Commission (EC) Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR), we currently work with:

- Albania, Bosnia and Herzegovina, Kosovo[*], Montenegro, North Macedonia, Serbia, and Turkey as EU candidate countries and potential candidates; and

- Algeria, Armenia, Azerbaijan, Belarus, Egypt, Georgia, Jordan, Lebanon, Moldova, Morocco, Palestinian Authority[1], Tunisia and Ukraine as EU Neighbourhood countries.

SIGMA provides assistance in six key areas:

1. Strategic framework of public administration reform

2. Policy development and co-ordination

3. Public service and human resource management

4. Accountability

5. Service delivery

6. Public financial management, public procurement and external audit.

SIGMA reviews and gives feedback on:

- Governance systems and institutions

- Legal frameworks

- Reform strategies and action plans

- Progress in reform implementation.

SIGMA provides:

- Advice on the design and prioritisation of reforms

- Methodologies and tools to support implementation

- Recommendations for improving laws and administrative arrangements

- Opportunities to share good practice from a wide range of countries, including regional events

- Policy papers and multi-country comparative studies.

For further information on SIGMA, consult our website:
www.sigmaweb.org

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[*] This designation is without prejudice to positions on status, and is in line with United Nations Security Council Resolution 1244/99 and the Advisory Opinion of the International Court of Justice on Kosovo's declaration of independence.

[1] Footnote by the European External Action Service and the European Commission: this designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the European Union Member States on this issue.