SUMMARY RECORD OF THE 23RD MEETING OF THE PUBLIC MANAGEMENT COMMITTEE

27-28 March, OECD, Château de la Muette, Paris

For further information, please contact Edwin Lau, Tel: (33-1) 45 24 80 36; E-mail: edwin.lau@oecd.org
Item 1 - Approval of the agenda

1. The meeting was called to order by the Chair of the Public Management Committee, Mr. Adam Wolf. The agenda was adopted, with the addition of a proposal to renew the mandate of the Committee Bureau for one year, as there are no current vacancies on the Bureau. The Committee accepted this change. The current Bureau members are as follows:

- Mr. Adam Wolf (Denmark) - Chair
- Mr. Jonathan Breul (United States) – Vice-Chair
- Mr. Jacek Czaputowicz (Poland) – Vice-Chair
- Mr. Eric Embleton (Ireland) – Vice-Chair
- Ms. Pia Marconi (Italy) – Vice-Chair
- Mr. Kang Soon Shin (Korea) – Vice-Chair

Item 2 - Approval of the Summary Record of the 22nd Meeting of the Public Management Committee

2. The summary record of the 22nd PUMA Committee meeting was accepted as submitted. Consistent with Japan’s request, the title of PUMA’s work on OECD Fiscal Transparency Guidelines will be changed to OECD Best Practices for Budget Transparency.

Item 3 - Opening remarks by the Chair, including the report on the PUMA Bureau consultations with TUAC

3. The Chair noted that the particularity of this meeting would be its focus on thematic discussion and on the substantive work programme rather than on procedural issues. He noted, however, the importance of the priority setting exercise as last year’s exercise showed that it can have real impacts on the budget.

4. As the Council approved the invitation of Brazil and Chile as observers to the PUMA Committee on 22 March 2001 [C/M(2001)6], both countries were present for the first time as observers. The Chair presented to the Committee Sr. Lauro Soutello, Head of the OECD Liaison Section of the Brazilian Embassy and Sr. Marcelo Garcia Silva, Permanent Representative of Chile at the OECD.

5. The Chair also bid farewell to two long-time delegates: Mr. Jean-Marie Mottoul from Belgium and the former PUMA Chair and Chair of the Human Resource Working Group, Dr. Benita Plesch from the Netherlands.

6. Finally, the Chair reported on the PUMA Bureau’s consultation, the previous day, with the Trade Union Advisory Committee (TUAC). He confirmed TUAC’s strong support for the PUMA work, but reported that they had been less up-to-date on recent changes in the work programme due to changes in the mandate. TUAC wishes to take a greater role in future changes to the PUMA work programme as well as in certain aspects of PUMA work. For example, they would like to be more involved not only in the drafting of the individual chapters of the regulatory reform reports, but also in the review of the final product.

7. The Chair reported that TUAC heard a report on the OECD publication, Government of the Future, and would like to see more discussions on role of the civil society, in particular the role of the trade unions, in policymaking and reform. TUAC also showed particular support for PUMA’s work on
transparency and accountability – they have used PUMA’s ethics publications in the past – as well as work on a statement on public governance. In terms of outreach, they were impressed by the recent regulatory reform meeting in Singapore. They are interested in the area of policy failure and would support a future regulatory reform outreach activity in this area.

8. The Chair also reported on discussions with TUAC on a paper on public management reform by Public Service International (PSI). The Bureau recognised that the paper was trying to move public sector unions towards entering into a more constructive dialogue with governments, but nonetheless found that the paper presented a confrontational situation that Bureau members did not recognise in their own countries. They noted that the paper was meant primarily for internal use in public service unions and that the PSI’s constituency included many non-OECD countries who may be experiencing more conflictual relations with their public service unions. The Chair reminded the Committee that consultation meetings with TUAC are open to all Committee members.

**Item 4 - Director’s Report: Highlights of current activities**

9. The Director, Mr. Tony Hutton, presented the members of the PUMA Management Team.

- Mr. Rolf Alter, Regulatory Management and Reform
- Ms. Hélène Gadriot-Renard, Governance and the Role of the State
- Mr. Alex Matheson, Budget and Management
- Mr. Albrecht Stockmayer, Outreach and Horizontal Programmes

10. The PUMA Secretariat is currently composed of 31 staff members of which 18 are professional staff. The Director also noted that the SIGMA programme, headed by Mr. Bob Bonwitt, is part of PUMA, but has a particular status given the source of its funding. A new contract with the European Commission has been signed for SIGMA to work on accession countries. Prospects exist for a contract on Balkan countries, but it had not yet been agreed upon at the time of the Committee meeting. SIGMA has a staff of 18 people working on the accession countries and a potential staff of 5 people who would work on the Balkan countries.

11. The Director reported that the Secretariat is currently working on including recognition of governance and e-government as key issues in the Ministerial Communiqué. He also reported on a number of key accomplishments since the last Committee meeting [PUMA(2000)9]. Countries found the summary document of current activities to be particularly useful in informing them about PUMA activities and in ensuring transparency of PUMA’s work.

12. The Committee expressed appreciation of the Secretariat for its recent achievements, both in terms of publications and events. Participants mentioned, in particular, support for outreach work in Asia and support for work on ethics and new work on e-government. They also noted the importance of work on parliaments for improving transparency and accountability.

13. Committee members asked about follow-up on individual events, in particular the meeting of Parliamentary Budget Committee Chairs. The Director replied that the Secretariat was focusing on reinforcing cross-linkages between activities in order to maximise their value. Continuity will also be provided not only through follow-up events in response to country needs, but also through the participation of representatives from Member countries.
14. Committee members urged the continued search for new tools and strategies to broaden and deepen the influence and impact of PUMA’s work. This can be done, in part, by better informing delegates of new events and publications, including e-mail notifications with electronic links to the PUMA website. It also involves more innovative use of policy briefs and other short documents targeting high-level policymakers, and finding new ways of grouping meetings and using electronic discussion groups to maximise access and impact. Finally, it was suggested that the Secretariat assist Committee delegates in creating “communities of interest” in their national administrations in order to increase demand and better diffuse PUMA’s work in Member countries.

Item 5 - Presentation of final work plan to Committee

15. In presenting the final work plan for 2001-2002 to the Committee, Mr. Hutton reported that the Secretariat had reviewed and restructured the Programme of Work and Budget presented at the Autumn 2000 Committee, in order to achieve a higher profile for PUMA’s work, to consolidate its related activities and demonstrate that PUMA generates important, substantive products. It was as important to reflect the Committee’s mandate as accurately as possible, as to develop a coherent framework within which to relate PUMA’s activities, both within the OECD and externally. The revised PUMA Programme of Work 2001-2002 therefore now focuses on substance, linkages between the activities, and their outputs.

16. The PUMA programme concentrates on five major themes, underpinned by 23 activities. The activities are all contributions to their main theme, while representing useful outputs in themselves. The results of each major theme will be communicated in a flagship report. Mr. Hutton explained that, rather than being designed at the start, the flagship reports will grow out of the results of the individual activities. At the end of the process, the Secretariat will study the activities’ outputs, and enhance them with syntheses, analyses and conclusions of a broader kind, and when appropriate, with additional input from countries. In this way, the flagship reports will provide a complete record of what has been achieved under each theme.

17. Mr. Hutton underlined that there are four parts to the work programme:

- The core programme of five major themes.
- The outreach programme which derives from this framework. Outreach is not a separate activity, but is a natural extension which spreads PUMA’s work beyond the Member countries.
- Corporate activities. PUMA shares its knowledge and experience with other parts of the Organisation in practical ways. One example is the input to the report on sustainable development, which derives from PUMA’s work on policy coherence.
- Horizontal projects, which may include e-government, and risk management.

18. Mr. Hutton gave details on the resource background to the work programme. The Budget Committee last December had reduced PUMA’s budget for work on the activity “Understanding interactions between executive, legislative, subnational and supranational institutions”, consistent with the results of the prioritisation exercise undertaken at the 22nd Committee meeting. Given the size of the reduction relative to its overall budget, PUMA was forced to eliminate the activity area. He underlined that PUMA’s resources are extremely stretched in 2001, and that some of the Programme will have to be financed by voluntary contributions. Some Member countries have already shown interest in financing parts of it. Delegates recognised the importance of approaching priority setting as a serious exercise, particularly when budget cuts were involved.

19. The Chair invited delegates to note that at the last Committee meeting, the budget had appeared to be stable for the future, and that the budget cut last December had been introduced by the countries
themselves in the Budget Committee and Council. He underlined Delegates’ responsibility to ensure that, at budget discussion time, their colleagues in capitals, and through them the Council, are aware of the importance which they attach to PUMA.

20. The Division Heads then briefed the Committee on the activities they are co-ordinating in terms of project profiles, themes and major outputs for 2001 and 2002 [see PUMA(2001)1].

21. Delegates commended the new work programme, finding it clear and well set out. There was wholehearted support for PUMA to include work on e-government as an integral part of the work programme. In particular, participants of the Third Global Forum “Fostering Democracy and Development through E-Government” held in Naples in March 2001, invited the OECD to contribute through its future work programme to the deepening of understanding of the potential implications of e-government and to share the results as widely as possible. Delegates also believed that e-government fits in well within PUMA’s mandate since it has to do with the internal functioning of government, with its restructuring, organisational culture and management, with the relationship between government and citizens, and is linked to more general governance issues and to PUMA’s Outreach programme. Delegates stated that PUMA should not only collect best practices in countries, but also do analytical and forward-looking work in the e-government field. They pointed out that not all countries have the same criteria for developing e-government, and that PUMA would be a good platform in which to discuss the experiences of other countries. Countries also mentioned their interest in risk management, ethics and corruption.

22. Mr. Hutton noted that the Committee had not put e-government on the work programme last September. It had subsequently been put forward for the central priority fund but had not yet received a response. Therefore the work programme reflects the Committee’s mandate, and includes e-government as an additional item. PUMA’s budget is not sufficient to cover both the current work programme and e-government and would therefore need supplementary financing to carry out the work on e-government. However, e-government would be a good candidate for the plus 5 per cent Priorities and Resource Allocation System (PRAS) for the next round of the Budget Committee. Thought should be given to what additional resources might be needed in 2002.

23. In the ensuing discussion on how to include e-government in the programme, delegates suggested that countries themselves should establish explicit links between a horizontal e-government project and the existing activities in the work programme. PUMA should try to build interdependencies and syntheses between projects without creating specialist working parties. Mr. Hutton explained that PUMA has an e-government project within this year’s work programme as a follow-up to the Naples Forum, for which PUMA is already seeking external financing. However, there is currently no fully worked out e-government project for additional supplementary financing of a major kind in 2002. Such a project could look into the 5-10 year planning horizon, to explore the future impact of e-government on the shape of government: its structure, process, working methods, communication – both internal and external and between governments, service delivery, and relations with Parliament. The Secretariat would structure a project and put it to the Bureau and Committee as the proposed priority to put forward for the plus 5 per cent supplementary expenditure.

Prioritisation exercise

24. For 2002, the OECD Budget Committee is looking at a variety of options for reallocating OECD resources through the PRAS (Priorities and Resource Allocation System), which could lead to reallocation of 0–5 per cent of directorates’ budgets. Directorates have been asked to identify a plus and minus proposal in terms of a 5 per cent PRAS threshold. The Committee was therefore requested to indicate the
priority they attach to broad activity level, given that the lowest ranking activity would have the weakest claim on overall resources. The Committee selected the following activity areas in order of priority:

1. Enhancing Public Sector Capacity
2. Increasing Government Accountability and Transparency
3. Improving Government Coherence/Strengthening Relations Between Government and Civil Society
4. Optimising Public Performance in Efficient and Global Markets

The Secretariat will propose programmatic changes to the work programme that are consistent with the Committee’s priorities and will consult with the Bureau and Committee on the impact of this before submitting the 2002 Budget (see also Annex 1).

Item 6 - Strategy for OECD Statement on Governance

25. The Director introduced the Strategy for the OECD Statement on Governance [PUMA(2001)2]. He suggested that the Committee should discuss whether PUMA should undertake more work on the Governance Statement made by the Secretary General in 2000. This was a general statement with wide scope covering both public and corporate governance. Directorates have been asked to report on the follow up activities and therefore a progress report (a “natural update”) is under way.

26. The Committee was also asked whether there was a need for exploratory work on the possibility of developing a specific declaration on public governance. An exploratory group could develop a framework - rather than a “definition” - that would detail the main features of public governance. This should be a practice tool covering concrete issues such as transparency and accountability. It should also be useful for outreach activities and it could possibly be an input to the global conference on governance planned for the Autumn.

27. Some Committee members did not see this initiative of having practical benefit for the moment. Considering that PUMA works entirely on governance, why should there be an attempt to further define the concept? Most delegates, however, endorsed the project. There was need for more definition, as it could not be taken for granted that governance was automatically understood by a greater community of people. In some cultures there is no “word” for governance. The present definition of governance was also seen by some delegates as being too broad, while it was agreed that the boundaries between public and private governance are often not so clear to draw. Moreover, OECD itself interprets governance in many different ways, and more clarity on the different uses of the term would be welcome. Delegates suggested that a clear distinction should be drawn between governance and public management, between the capacity to answer the needs of users and the capacity to manage the relation to citizens. There is a need for developing further thinking on governance in order to improve governance legitimacy when confronted with increasing complexity of Government-Citizens connections. Delegates also requested further clarification on terms such as “e-government” and “coherence”.

28. Several Committee members offered to join a “think tank” to help define governance, and a suggestion was also made that PUMA could study how “government governance” regulates corporate governance. In addition, Mr. Rolf Alter, of the Secretariat, underlined the important notion of “stakeholders” for both public and private governance matters.

29. The European Commission noted the importance of governance criteria in the context of EU enlargement. At the European level there is currently a call for a better definition of “good governance”.

6
This is particularly relevant for better allocating responsibilities between European Institutions, member states and sub-national authorities.

30. Mr. Hutton, acknowledged both the overall support and the need for further clarification and caution: the exercise of developing a governance statement should remain practical and PUMA will explore how far it could go. The relationship between private and public governance could be directly translated into the public sphere. On the other hand, some government agencies operate increasingly like businesses and some principles of private governance could be applied in these areas.

Item 7 - Governance outreach strategy

31. Mr. Eric Burgeat, Director of CCNM, introduced the discussion with a presentation on the OECD Global Forum. The CCNM has been engaging and co-ordinating discussions with non-member countries for 10 years. Its scope has gradually widened from international issues, such as trade, to reforms of national policies. All the main OECD areas are now discussed with non-member countries, including public management. Over the past two years, CCNM has been strengthening the coherence and efficiency of its programme through a single approach to work with emerging economies and transition countries. Since 2001, it has rationalised the work into two “pillars”.

32. The first pillar is a series of world fora for Member and non-member countries on a number of priority issues, at the core of OECD work with Member countries, e.g. sustainable development, knowledge economy, etc. and this year, for the first time, governance. The second pillar is a series of targeted, regional or country programmes, i.e. for the Eurasian region, including the countries in transition, Russia, and the Baltic States; a new programme this year with Asia, including a programme with China, and a new programme with Latin America including a special programme with Brazil. PUMA is invited to participate in all these programmes and fora. The CCNM has also been mandated to develop partnerships with other international organisations on specific countries or issues.

33. Mr. Burgeat stressed that the CCNM attaches great importance to governance issues in its programme with non-member countries. Governance is a major issue for these countries, who have come to see it as the key to the successful implementation of their reform strategies.

34. Mr. Burgeat therefore welcomed the fact that the Committee would be discussing an Autumn Dialogue with non-member countries on Governance (also known as the OECD Global Forum on Governance). The Committee should see the Dialogue as a useful tool for developing governance outreach and as an integral part of PUMA’s mandate. He however reminded the Committee that participation by non-member countries in OECD global fora should not be seen as a first step towards membership. Non-member countries were invited to participate when they could benefit and contribute to the discussions.

35. Mr Albrecht Stockmayer of the Secretariat updated the Committee on PUMA’s outreach activities. He explained that PUMA is working under two mandates. The first concerns Governance Outreach Initiatives funded by the central priorities fund, the second concerns the Global Forum on Governance funded by the CCNM budget. PUMA’s outreach can take place at three levels: global fora (policy dialogue on global issues), regional fora (global issues with a regional focus and regional participants), and national fora (issues discussed in their national institutional setting).

36. PUMA is involved in two global fora in 2001. The first is the Third Global Forum “Fostering Democracy and Development through E-government” held in Naples in March. The second will be a global conference on Budgeting and Governance to launch the OECD/South Africa governance dialogue, to be held in October.
37. Mr. Stockmayer went on to mention the Governance Outreach Initiatives shared with DAFFE on regional issues. They are the “Governance and Management of Public Agencies”, “Eastern Europe, Ensuring Transparency and Accountability in the Public and Private Sectors”, to be held in Latin America, and, “Media and their Influence on Good Governance” to be held in South East Asia. Regional and country programmes include an APEC-OECD initiative on regulation; and the Stability Pact Anti Corruption Initiative which may be expanded over time. There are also country programmes such as the China budget programme, and a new programme on public finance with Indonesia. The Russia programme will be expanded.

_The OECD Global Forum on Governance_

38. Mr. Stockmayer briefed the Committee on the Autumn Dialogue on Governance, which will prepare the basis for more sustained global governance fora. It will do this by creating an institutional framework, establishing a common understanding of essential governance issues, identifying specific governance challenges to drive an ongoing policy dialogue with non-member countries and setting up a medium-term programme.

39. Committee members supported PUMA’s outreach activities to date, and agreed to hold a Dialogue on Governance back-to-back with the Autumn session of the Committee, but did not reach a decision on the theme. The Secretariat will report to the Committee with suggestions for themes, modalities and focus.

**Item 8 - Discussion on Development Co-operation Directorate’s Draft Checklist on Policy Coherence for Poverty Reduction.**

40. Mr. Robert Cornell, Consultant, introduced the discussion. He was engaged by the development Co-operation Directorate (DCD) to prepare the Draft Checklist of Policy Coherence for Poverty Reduction [DCD(2001)3]. Mr. Cornell briefed the Committee on the content and objectives of the checklist, which is to underline links between policy coherence and poverty reduction, to convince the policy community that the agenda of improving coherence is worth pushing if we want to achieve poverty reduction, and to improve the knowledge of the policy community in this area, where a full understanding of the issue is often missing. The PUMA Committee was asked to provide views and comments to be incorporated into the final draft for submission to the OECD Council at Ministerial level (a similar process has been followed with other OECD committees).

41. Mr. Cornell stressed that, although OECD countries do not necessarily know what to do to strengthen coherence, although there are some reservations in the bureaucracy about possible disturbances in the policy-making systems, PUMA -- being a “neutral ground” -- could become a centre place for discussion on these topics, a place acceptable to everybody. Mr. Hutton underlined the evolution towards developing a more horizontal thinking (development policy, environment policy) in a “symbiotic process of co-operation. The Chair stressed the need to avoid multiplication of demands on government for new entities and procedures, which makes coherence thinking an essential exercise.

42. While one country gave full support to this work, many countries expressed their concerns about the status of the document and the procedure. There is still a need for a consensus on the use of the Checklist, while the procedure for circulating the report-- without real opportunity for consultation and no feedback-- could generate doubts about the representativeness of this document. Some reservations were also expressed concerning the possibility to link the very difficult issues of coherence, development and poverty reduction. Although coherence between international institutions is critical, going into the issues of international coherence may be difficult. It was also underlined that a specific perspective on
governance was missing. The key issue is how to get government organisations to work effectively together, and there is a need for guidance in this area. PUMA may want to follow up on this initiative beyond the checklist.

43. The Secretariat updated the Committee on the efforts and commitments that lead to undertaking this checklist. It was suggested to take better account of countries’ feedback and to postpone any specific PUMA specific work on international aspects of policy coherence, especially in light of the recent budget reductions.

**Item 9 - Thematic discussion and country presentation: Transparency, accountability and integrity (Ireland)**

44. This item was introduced by Mrs. Hélène Gadriot-Renard of the Secretariat. She reminded the Committee of the results of PUMA’s work in this field so far: the publications on OECD Best Practices for Budget Transparency, Ethics Management Principles, and Trust in Government, which took stock of the legislative framework in countries in these fields. Future work will be more global in nature and measure the impact in countries of this new legislative context on government culture. Challenges will be analysed, for instance on how public services use the opportunity to change by responding to citizens’ demands for transparency, integrity and accountability, or the impact on civil servants of the new principles and values.

45. Mr. Eric Embleton, Assistant Secretary, Department of Finance, Ireland, presented an overview of Ireland’s experience with Transparency, Accountability and Integrity. These are some of the key initiatives being pursued under the *Delivering Better Government* programme – a programme setting down an overall vision for the Irish Civil Service. He explained that the driving forces for this initiative were due to the decline in public confidence in government, a better educated and more demanding citizenry, the increase in public/private partnerships with all the funding problems and vested interests this entails, and ICT which opens up access to government.

46. Some of the challenges which arise are how to manage strategically in a world of constant change and increased pressures on the public service, and the kind of leaders needed to manage strategically. There is also the challenge of corporate and individual accountability, and the line between what politicians, ministers and public servants are accountable for. Another challenge is the changing structure of governance - such as management and reporting structures. In Ireland, for instance, there is a debate on the right of outsiders to sit on boards of government departments, as this calls into question the supreme authority of Ministers for the business of their organisations. Other challenges are that past codes of conduct do not cater for today’s environment; the shift when moving from a culture of secrecy to one of transparency; and how to reduce red tape but balance simplification with protecting the public interest. Records management is another important challenge in an environment of transparency: how to master technology so as to ensure records are well maintained.

47. Mr. Embleton stressed that the answer to these challenges was to have a number of governing principles. The first principle was to build on and reinforce the strengths and the many good practices of the past which have stood the test of scrutiny and time. The second principle was to address and manage weaknesses. Ireland’s response was to first make a vision statement. Secondly they anticipated changing needs, and responded through strategic management (goals and objectives, business plans, service delivery and performance management) and organisational responsiveness, both flexibility and management capacity. Ireland also undertook to improve and strengthen the legislative framework, values and standards, and effective human and financial and records management systems.
48. Mr. Embleton concluded by addressing the issue of impacts. The greatest impact on transparency has been freedom of information, while ombudsman and standards of service still have some way to go. Accountability has had a significant impact, particularly parliamentary oversight and comptrollership. The Public Service Management Act of 1997 is having a growing influence in terms of accountability, and the integrity framework is having a good impact largely because of the legislative underpinning. The transparency measures reinforce what is being done in the area of integrity, while ethics, values and codes of conduct are essential underpinnings. Management systems are having a deepening effect, mainly because they are accountability oriented. Overall, these are all an interlocking and mutually reinforcing set of instruments and measures all of which have an effect, even though some have a greater effect than others.

49. Committee members very much appreciated this presentation, and many delegates noted that they were faced with the same issues in their countries. In particular, the impact of freedom of information was seen as a sensitive issue, given the negative impact it could have within the public service. Ethics, values, standards and codes of conduct were other important issues being faced, and one suggestion made was for PUMA to assess which measures were effective in different cultural and administrative settings.

**Item 10 - Thematic discussion and country presentation II: Knowledge management and e-Government**

50. This item was introduced by Mr. Alex Matheson of the Secretariat. He described how the interest in knowledge management and e-government both derive from the same changes in society. E-government focuses on how governments and citizens relate to each other around government services and the inputs of citizens to the decision-making around those services. Knowledge management is more about the quantity and quality of knowledge, which is put into decision-making and service delivery. A knowledge management strategy is the use of classic management tools to promote the creation of knowledge and a culture of knowledge sharing within an organisation and with the outside. Given the increase in demand for information in the public domain, this has implications for the analytical and reflective and decision making dimensions of government, including the protections which surround those processes.

51. Knowledge management and e-government share many common elements. The Secretariat is trying to clarify thinking on this. As a result of a seminar co-organised by PUMA and CERI in Copenhagen, which looked at knowledge management from the point of view of comparing public and private sector knowledge management practices, it was seen that in the private sector, knowledge management was an increasingly important component of competitiveness. The seminar agreed that the public sector is moving more slowly in the systematic application of the new KM concept to management practices, and three challenges were identified on which to focus work on knowledge management in the public sector. They are: 1) adapting management tools to the new knowledge challenges; 2) relating to the wider knowledge economy and 3) the governance of knowledge - how to get and provide the right information and to prevent the capture of knowledge by those with the strongest voice. Mr. Matheson concluded by stating that PUMA will form an expert group, and conduct a survey of knowledge management practices in the public sector to look at these three areas. As a result of this, it is hoped to have a better base on which to suggest a further programme of work next year, as part of the wider e-government strategy.

52. Ms Dawn Nicholson O’Brien, Senior Visiting Fellow on Knowledge Creation and Innovation at the Canadian Centre for Management Development, presented the Canadian experience with knowledge management (KM) and e-government. She explained that in recent years, Canada has made significant investments for the promotion of knowledge management practices in public organisations and the wider
economy, including: i) investment in innovation-based communities of interest; ii) inclusion of KM as a priority in the management of the civil service; iii) connection of schools and libraries to the Internet; etc… Developing e-government strategies is a clear priority and the Government of Canada has also put an emphasis on fostering research and innovation. For instance, Canada has established 2,000 new research chairs in Canadian universities in 2000 and created “Centres of research excellence” to support partnerships between researchers and the private sector. The “Canada Foundation for Innovation” has been established to boost research and development across the academic, public and private sectors. Research centres in the field of science and technology have also been established. According to Dawn Nicholson O’Brien, the knowledge-based sectors of the Canadian economy has expanded at almost 4 times the rate of the economy as a whole, and contributed about 40% to Canadian economic growth in 2000.

53. Committee delegates were very interested in the Canadian presentation. They raised many questions concerning the driving forces and financial strategies behind the knowledge management innovations in Canada, the consequences of knowledge management such as life-long learning, access to knowledge and the “communities of interest” being set up in Canada. They pointed out that the public administration will have to rely on outsourcing for new knowledge workers. As a consequence, it can no longer be taken for granted that public activities will be undertaken by public employees.

54. The Chair invited the Committee to discuss whether a broader e-government project would be of interest, and the kinds of dimensions it could address. He opened the discussion by emphasising the fact that knowledge management is different to other learning models, such as networks, and has an impact on government structures. In the same way, e-government has an impact on the way governance is handled. To make the best use of ICT, it will be necessary to reconsider the structure of government and the way knowledge is managed, as well as interaction with citizens. PUMA’s work should highlight that many of the issues governments deal with today will be posed in new terms, and that the new technology will provide new opportunities to deal with these issues.

55. Delegates proposed that PUMA should link the ICT aspects of the knowledge management work to the e-government work so that PUMA could look at the many issues in a coherent fashion, such as: the new kinds of employees in the public sector, recruiting and retaining specialists, the different kinds of decision-making and flatter hierarchy, the new organisational structure required, how the changing environment and new technologies are changing government and its relationship with citizens and other relevant players and the difficulty of conducting policy formulation when faced with this knowledge development. Delegates also pointed out that trustworthiness and accuracy – taking the time to make appropriate decisions – is as important as speed in this era of faster turn around time (“government at the speed of multiple public interests”).

56. In responding, Mr. Hutton emphasised that many elements of e-government are spread across the activities in the existing work programme, and that PUMA should try to draw them together in a horizontal way, to look at the whole picture. PUMA should set up a two-way process, so that work on e-government is also fed into these elements, giving a focus to those aspects which are in the work programme that contribute to the overall e-government vision.

57. Concerning the broader e-government project, Mr. Hutton said that it could not be dealt with within the current work programme. He suggested setting up an Electronic Discussion Group (EDG) to do a scoping study of the proposed project, to determine its boundaries, scope and content, then to look at how to study, analyse and put it together, followed by an exchange of views to see whether the components and questions are right.
Mr. Hutton pointed out that such a major piece of work requires knowledge and expertise from outside the OECD, as well as from other OECD Directorates. He added that this project has to be broad and deep enough to be authoritative. It should not be just a policy recommendation, but should be part analytical, part descriptive, and part visionary, taking in the past and present, but mainly looking at the future.

He reiterated that PUMA could start the project this year if there were voluntary contributions, while putting in a bid for additional financing next year. Additional resources, whether financial or in terms of countries’ expertise were welcome. One Delegation invited the Committee to alert the Council through their Ambassadors that part of the central priority fund should be used for this e-government project.

The Committee confirmed its strong interest for PUMA to tackle forward looking, policy relevant work in e-government, and suggest models, directions and implications for the future. Delegates emphasised that PUMA should not deal with technical issues, but with governance issues, given its unique position to add value, and to play a central role. They consequently reiterated their support for Mr. Hutton’s proposal to put forward e-government for the plus 5 per cent Priorities and Resource Allocation System (PRAS).

Item 11 - Report on Government of the Future: Exposé and follow-up

Mr. Hutton regretted that there was not enough time to present and discuss the publication Government of the Future, but endorsed it to Committee members. A policy brief will be prepared and circulated to the Committee, and there will be a future discussion on the publication and how it compares with countries’ experience.

Item 12 - Conclusions of the meeting

Concluding the meeting, the Chair noted that:

- the Secretariat’s excellent work in 2000 was greatly appreciated by the Committee;
- the communications challenge will have to be addressed before the next meeting;
- the Committee ranked the broad activity area priorities for 2002;
- the Committee agreed to insert e-government into the work programme, and the Secretariat would follow up on this with a more specific proposal;
- there was general support for exploring the possibility of a Declaration on Good Public Governance;
- the Committee agreed to an Autumn Dialogue on Governance and that the Secretariat will propose themes to the Committee;
- there had been some Committee criticism of the Checklist of Policy Coherence for Poverty Reduction, and of the process by which this came to the attention of the Committee;
- there had been two inspiring thematic presentations: one on Transparency, Accountability and Integrity by Eric Embleton, Ireland; the other on Knowledge Management and E-government by Dawn Nicholson-O’Brien, Canada.
1.5 days were too short for a Committee meeting. Item 11, presentation of the *Report on Government of the Future*, had been cancelled due to lack of time, and there had been too little time for discussions on some other issues.
Annex 1 - Results of the Prioritisation Exercise

26 countries completed the priority ranking

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>POINTS</th>
<th>NUMBER OF TOP RANKS (5 POINTS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving Government Coherence and Strengthening Relations between Government and Civil Society</td>
<td>81</td>
<td>6</td>
</tr>
<tr>
<td>Enhancing Public Sector Capacity</td>
<td>103</td>
<td>12</td>
</tr>
<tr>
<td>Adapting Capacities for Decision and Action and Strengthening Governance of Semi-Autonomous Public Agencies</td>
<td>58</td>
<td>1</td>
</tr>
<tr>
<td>Increasing Government Transparency and Accountability</td>
<td>86</td>
<td>4</td>
</tr>
<tr>
<td>Optimising Public Policy Performance in Efficient and Global Markets</td>
<td>62</td>
<td>3</td>
</tr>
</tbody>
</table>
LISTE DES PARTICIPANTS / LIST OF PARTICIPANTS

ALLEMAGNE/ GERMANY

Dr. Erich Milleker
Federal Ministry of the Interior
Alt-Moabit 101 D
D-10559 BERLIN
Tel: 00 49 1888 6811602
Fax: 00 49 1888 6811649
E-Mail: erich.milleker@bmi.bund.de

Mr. Joachim Hacker
First Counsellor
German Delegation to the OECD
9, rue Maspéro
F-75116 PARIS
Tel: 0155745705
Fax: 0155745740
E-Mail: joachim.hacker@germany-oecd.org

AUSTRALIE/ AUSTRALIA

AUTRICHE/ AUSTRIA

Mrs. Elisabeth Dearing
Director, Division for Administration Development
Federal Ministry for Public Service and Sports
Wollzeile 1-3
A-1010 WIEN
Tel: 00 43 1 514337148
Fax: 00 43 1 514337490
E-Mail: elisabeth.dearing@bmols.gv.at

Mrs. Marion Gratt
Counsellor
Austrian Delegation to the OECD
3, rue Albéric-Magnard
F-75116 PARIS
Tel: 01 53 92 23 41
Fax: 01 40 50 87 05
E-Mail: marion.gratt@bka.gv.at

BELGIQUE/ BELGIUM

M. Jean-Marie Mottoul
Chef de Corps des Conseillers de la Fonction publique
Ministère de la Fonction publique
Résidence Palace
Rue de la Loi, 155
B-1040 BRUXELLES
Tel: 00 32 2 2874007
Fax: 00 32 2 2874010
E-Mail: jeanmarie.mottoul@mazfp.fgov.be
<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
<th>Address</th>
<th>Phone</th>
<th>Fax</th>
<th>E-Mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Scott Wade</td>
<td>Counsellor</td>
<td>15 bis, rue de Franqueville</td>
<td>0144432012</td>
<td>0144432099</td>
<td><a href="mailto:scott.wade@dfait-maeci.gc.ca">scott.wade@dfait-maeci.gc.ca</a></td>
</tr>
<tr>
<td>Mr. Kang Soon Shin</td>
<td>Minister-Counsellor</td>
<td>2-4, rue Louis David</td>
<td>0144052408</td>
<td>0144052175</td>
<td><a href="mailto:ksshin01@mofat.go.kr">ksshin01@mofat.go.kr</a></td>
</tr>
<tr>
<td>Mr. Ho-Seung Chang</td>
<td>Deputy Director, Economic Affairs Bureau</td>
<td>77-6 Sejong-Ro</td>
<td>00 82 2 7202330</td>
<td>00 82 2 7227818</td>
<td><a href="mailto:renaugh@hanmail.net">renaugh@hanmail.net</a></td>
</tr>
<tr>
<td>Ms. Bo-Young Im</td>
<td>Deputy Director, Administrative Reform</td>
<td>520-3 Banpo-dong, Seocho-ku</td>
<td>00 82 2 34965042</td>
<td>00 82 2 34807652</td>
<td><a href="mailto:iby1004@mpb.go.kr">iby1004@mpb.go.kr</a></td>
</tr>
<tr>
<td>Mr. Su Wan Jang</td>
<td>Deputy Director, Organization Policy</td>
<td>77-6 Sejong-Ro</td>
<td>00 82 2 37034635</td>
<td>00 82 2 37035529</td>
<td><a href="mailto:jangsuwan@hanmail.net">jangsuwan@hanmail.net</a></td>
</tr>
</tbody>
</table>
Mr. Jae-Kyoon Kim
Director, Organization Management Division
Ministry of Government Administration and Home Affairs
77-6 Sejong-Ro
Chongro-Ku
SEOUL 110-760
Tel: 00 82 2 37034641
Fax: 00 82 2 37035530
E-Mail: kimjk@mogaha.go.kr

Mr. Adam Wolf
(Chair)
Deputy Permanent Secretary for Public Management
Ministry of Finance
Christiansborg Slotsplads 1
DK-1218 COPENHAGEN K
Tel: 00 45 33924270
Fax: 00 45 33924105
E-Mail: awo@fm.dk

Mr. Peter Kjaersgaard Pedersen
Head of Division
Ministry of Finance
Christiansborg Slotsplads 1
DK-1218 COPENHAGEN K
Tel: 00 45 33923333
E-Mail: pkp@fm.dk

M. Emilio Casals Peralta
Conseiller Technique
Direccion General de Inspeccion Simplificacion y Calidad de los Servicios
Ministère pour les Administrations publiques
Maria de Molina 50
E-28006 MADRID
Tel: 00 34 9 1 586 22 66
Fax: 00 34 9 1 586 22 97
E-mail: emilio.casals@igsap.map.es

Mr. Jonathan D. Breul
(Vice Chair)
Senior Advisor to the Deputy Director for Management
Office of Management and Budget
Executive Office of the President
Room 10235 NEOB
725 17th Street, N.W.
WASHINGTON, DC 20503
Tel: 00 1 202 3955670
Fax: 00 1 202 3956974
E-Mail: jonathan_d_breul@omb.eop.gov
<table>
<thead>
<tr>
<th>Country</th>
<th>Name</th>
<th>Title/Position</th>
<th>Address</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>FINLAND</td>
<td>Mr. Juhani Turunen</td>
<td>Under-Secretary of State Ministry of Finance</td>
<td>P.O.Box 28, FIN-00023 GOVERNMENT</td>
<td>Tel: 00 358 9 1603007</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fax: 00 358 9 1604742</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>E-Mail: <a href="mailto:juhani.turunen@vm.vn.fi">juhani.turunen@vm.vn.fi</a></td>
</tr>
<tr>
<td></td>
<td>Ms. Katju Holkeri</td>
<td>Counsellor Ministry of Finance</td>
<td>P.O.Box 28, FIN-00023 GOVERNMENT</td>
<td>Tel: 00 358 9 1603258</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fax: 00 358 9 1603235</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>E-Mail: <a href="mailto:katju.holkeri@vm.vn.fi">katju.holkeri@vm.vn.fi</a></td>
</tr>
<tr>
<td>FRANCE</td>
<td>M. Pierre Séguin</td>
<td>Chef de Mission Ministry de la Fonction publique et de la Réforme de l'Etat</td>
<td>72, rue de Varenne, F-75007 PARIS</td>
<td>Tel: 0142758866</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fax: 0142758385</td>
</tr>
<tr>
<td></td>
<td>M. Philippe Schnabele</td>
<td>Chef de mission, Utilisation des NTIC par l'administration Ministère de la Fonction publique et de la Réforme de l'Etat 66, rue de Bellechasse, F-75700 PARIS 07 SP</td>
<td></td>
<td>Tel: 0142758004</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fax: 0142758006</td>
</tr>
<tr>
<td></td>
<td>M. Pythagore Vassiloglou</td>
<td>Stagiaire, Service à l'usager et management public Ministère de la Fonction publique et de la Réforme de l'Etat 72, rue de Varenne, F-75007 PARIS</td>
<td></td>
<td>Tel: 0142757207</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fax: 0142758385</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>E-Mail: <a href="mailto:f.waintrop@dire.pm.gouv.fr">f.waintrop@dire.pm.gouv.fr</a></td>
</tr>
</tbody>
</table>
Mme Fabienne Brouillonnet  
Chargée de programmes  
Ministère de l’Économie, des Finances et de l’Industrie  
Télédoc 242  
139, rue de Bercy  
F-75572 PARIS CEDEX 12  
Tel: 0153187053  
Fax: 0153446747  
E-Mail: fabienne.brouillonnet@budget.finances.gouv.fr

M. Martin Lecoeur  
Administrateur civil, Bureau 1B  
Ministère de l’Économie, des Finances et de l’Industrie  
139, rue de Bercy  
F-75572 PARIS CEDEX 12  
Tel: 0153181798  
E-Mail: martin.lecoeur@budget.finances.gouv.fr

M. Jean-Claude Morel  
Chef de bureau  
Ministère de l’Économie, des Finances et de l’Industrie  
139, rue de Bercy, Télédoc 242  
F-75572 PARIS CEDEX 12  
Tel: 0153187034  
E-Mail: jean-claude.morel@budget.finances.gouv.fr

M. Arnaud Roux  
Stagiaire de l’Ecole Nationale d’Administration  
Délegation de la France près l’OCDE  
21, rue Octave-Feuillet  
F-75116 PARIS  
Tel: 0145241581  
Fax: 0145241589  
E-Mail: dfra-ocde@diplomatie.gouv.fr

GRÈCE/ GREECE  
Mme Angeliki Maniti-Papadimitriou  
Directeur général  
Ministère de l’Intérieur, de la Fonction publique et de la Décentralisation  
Vassilissis Sofias Avenue, 15  
GR-106 74 ATHENES  
Tel: 00 30 1 3393111  
Fax: 00 30 1 3393100  
E-Mail: gspamani@otenet.gr
Mme Alexandra Vergopoulos
Conseiller
delegation de la Grece près l'OCDE
15, Villa Saïd
F-75116 PARIS

Tel: 0145022405
Fax: 0145007155
E-Mail:
001_DELEG/GRC/OECD/FR@OLIS.OECD.ORG

Dr. István Balazs
Conseiller principal du Gouvernement
charge du developpement
d'administration publique
Office du Premier ministre
V. Kossuth Lajos tér 4
H-1055 BUDAPEST

Tel: 00 36 1 4413204
Fax: 00 36 1 4413202
E-Mail: istvan.balazs@meh.hu

Dr. Zsofia Czoma
Director for International Affairs
Prime Minister's Office
V. Kossuth Lajos tér 4
H-1055 BUDAPEST

Tel: 00 36 1 4413217
Fax: 00 36 1 4413202
E-Mail: zsofia.czoma@meh.hu

Dr. József Sivak
Deputy Permanent Representative
Hungarian Delegation to the OECD
140, avenue Victor-Hugo
F-75116 PARIS

Tel: 0153656500
Fax: 0147558060
E-Mail: hundeleg005@olis.oecd.org

Mr. Eric Embleton
(Vice Chair)
Assistant Secretary, CMOD
Department of Finance
Lansdowne House
Lansdowne Road
DUBLIN 4

Tel: 00 353 1 604 50 56
Fax: 00 353 1 668 21 96
E-Mail: eric_embleton@cmod.finance.irlgov.ie
<table>
<thead>
<tr>
<th>Country</th>
<th>Name</th>
<th>Title/Position</th>
<th>Address 1</th>
<th>Address 2</th>
<th>City</th>
<th>Country</th>
<th>Phone</th>
<th>Fax</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISLANDE/</td>
<td>Mr. Gunnar Bjornsson</td>
<td>Director-General</td>
<td>Ministry of Finance</td>
<td>Arnarhvall</td>
<td>IS-150</td>
<td>REYKJAVIK</td>
<td>Tel: 00 354 5609346</td>
<td>Fax: 00 354 5623690</td>
<td>E-Mail: <a href="mailto:gunnar.bjornsson@fjr.stjr.is">gunnar.bjornsson@fjr.stjr.is</a></td>
</tr>
<tr>
<td>ICELAND</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ITALIE/</td>
<td>Dr. Pia Marconi</td>
<td>Director General, UIPA</td>
<td>Dipartimento della Funzione Pubblica</td>
<td>Via del Sudario, 49</td>
<td>I-00186</td>
<td>ROMA</td>
<td>Tel: 00 39 06 68997583</td>
<td>Fax: 00 39 06 68997411</td>
<td>E-Mail: <a href="mailto:p.marconi@palazzochigi.it">p.marconi@palazzochigi.it</a></td>
</tr>
<tr>
<td>ITALY</td>
<td>(Vice Chair)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mme Fiorenza Barazzoni</td>
<td>Directeur des Affaires internationales</td>
<td>Dipartimento della Funzione Pubblica</td>
<td>Corso Vittorio Emanuele II, 116</td>
<td>I-00186</td>
<td>ROMA</td>
<td>Tel: 00 39 06 68997535</td>
<td>Fax: 00 39 06 68997245</td>
<td>E-Mail: <a href="mailto:fbarazzoni@pcm.g-net.it">fbarazzoni@pcm.g-net.it</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>M. Giuseppe Amedeo</td>
<td>Comptabilité générale de l’Etat</td>
<td>Ministère du Trésor</td>
<td>Via XX Settembre, 97</td>
<td>I-00187</td>
<td>ROMA</td>
<td>Tel: 00 39 06 47614082</td>
<td>E-Mail: <a href="mailto:giuseppe.amedeo@tesoro.it">giuseppe.amedeo@tesoro.it</a></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>M. Fabrizio Mocavini</td>
<td>Comptabilité générale de l’Etat</td>
<td>Ministère du Trésor</td>
<td>Via XX Settembre, 97</td>
<td>I-00187</td>
<td>ROMA</td>
<td>Tel: 00 39 06 47614083</td>
<td>E-Mail: <a href="mailto:fabrizio.mocavini@tesoro.it">fabrizio.mocavini@tesoro.it</a></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>M. Andrea Perugini</td>
<td>Premier Conseiller</td>
<td>Délégation Permanente près l’OCDE</td>
<td>50 rue de Varenne</td>
<td>75007</td>
<td>Paris</td>
<td>Tel: 00 33 1 44 30 21 53</td>
<td>Fax: 00 33 1 42 84 08 59</td>
<td>E-mail: <a href="mailto:perugini@rappocse.org">perugini@rappocse.org</a></td>
</tr>
</tbody>
</table>
JAPON/ JAPAN
Ms. Kazumi Wada
Section Chief
Ministry of Public Management, Home Affairs, Post and Telecommunications
3-1-1 Kasumigaseki
Chiyoda-ku
TOKYO 100-8905
Tel: 00 81 3 52535156
E-Mail: k.wada@soumu.go.jp

Mr. Nobuhiro Fukuoka
First Secretary
Japanese Delegation to the OECD
11, avenue Hoche
F-75008 PARIS
Tel: 0153766143
Fax: 0145630544
E-Mail: fukuoka@deljp-ocde.fr

MEXIQUE/ MEXICO
Ms. Liliana Mejia
Counselor
Mexican Delegation to the OECD
140, avenue Victor Hugo
F-75116 PARIS
Tel: 0156285173
E-Mail: shcpmeji@worldnet.fr

NORVÈGE/ NORWAY
Mr. Odd Bohagen
Deputy Director General
Ministry of Labour and Government Administration
Postboks 8004 Dep.
Akersgt. 59
N-0030 OSLO
Tel: 00 47 22244820
Fax: 00 47 22244889
E-Mail: odd.bohagen@aad.dep.no

Mr. Terje Dyrstad
Deputy Director General
Ministry of Labour and Government Administration
Postboks 8004 Dep.
Akersgt. 59
N-0030 OSLO
Tel: 00 47 22244975
Fax: 00 47 22244814
E-Mail: terje.dyrstad@aad.dep.no
<table>
<thead>
<tr>
<th>Country</th>
<th>Name</th>
<th>Position</th>
<th>Address</th>
<th>Tel:</th>
<th>Fax:</th>
<th>E-Mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEW ZEALAND</td>
<td>Mr. Ross Tanner</td>
<td>Deputy State Services Commissioner</td>
<td>State Services Commission 100 Molesworth Street P.O.Box 329 WELLINGTON</td>
<td>00 64 4 4956603</td>
<td>00 64 4 4956703</td>
<td><a href="mailto:ross.tanner@ssc.govt.nz">ross.tanner@ssc.govt.nz</a></td>
</tr>
<tr>
<td>POLAND</td>
<td>Dr. Jacek Czaputowicz (Vice Chair)</td>
<td>Deputy Head of Civil Service</td>
<td>Office of Civil Service/Urząd Służby Cywilnej Aleja J. Szucha 2/4 PL-00-582 WARSZAWA</td>
<td>00 48 22 6947120</td>
<td>00 48 22 6947488</td>
<td><a href="mailto:jacek_czaputowicz@taranis.usc.gov.pl">jacek_czaputowicz@taranis.usc.gov.pl</a></td>
</tr>
<tr>
<td></td>
<td>Mr. Jacek Pilatkowski</td>
<td>Counsellor</td>
<td>Delegation of Poland to the OECD 86, rue de la Faisanderie F-75116 PARIS</td>
<td>0145040107</td>
<td>0145043589</td>
<td><a href="mailto:jacekpilatkowski@compuserve.com">jacekpilatkowski@compuserve.com</a></td>
</tr>
<tr>
<td>PORTUGAL</td>
<td>Mrs. Graça R.M.L. Pombeiro</td>
<td>Deputy Director</td>
<td>Secretariat for Administrative Modernisation Ministry for the State and Public Administration Reform Rua Almeida Brandão, 7 - 3 P-1200-602 LISBOA CODEX</td>
<td>00 351 21 3921537</td>
<td>00 351 21 3921596</td>
<td><a href="mailto:graca.pombeiro@sma.pt">graca.pombeiro@sma.pt</a></td>
</tr>
<tr>
<td></td>
<td>Ms. Irene Paredes</td>
<td>Conseiller technique de la gestion Publique</td>
<td>Délégation du Portugal auprès de l'OCDE 10 bis rue Edouard Fournier 75116 Paris</td>
<td></td>
<td></td>
<td><a href="mailto:irene.paredes@ocde-portugal.com">irene.paredes@ocde-portugal.com</a></td>
</tr>
</tbody>
</table>
SUÈDE/
SWEDEN

Mr. Håkan Farm
Director
Ministry of Justice
Rosenbad 4
SE-103 33 STOCKHOLM

Tel: 00 46 8 4051598
Fax: 00 46 8 4117169
E-Mail: hakan.farm@justice.ministry.se

Mr. Lars Soderstrom
Head of Section
Ministry of Justice
SE-103 33 STOCKHOLM

Tel: 00 46 8 4054318
Fax: 00 46 8 4117169
E-Mail: lars.soderstrom@justice.ministry.se

Mr. Knut Rexed
Director General
Swedish Agency for Public Management
Statskontoret
Box 2280
SE-103 17 STOCKHOLM

Tel: 00 46 8 4544601
Fax: 00 46 8 4544603
E-Mail: knut.rexed@statskontoret.se

SUISSE/
SWITZERLAND

M. Renaud Tripet
Chancellerie fédérale
Palais Fédéral Ouest
CH-3003 BERNE

Tel: 00 41 31 3227033
Fax: 00 41 31 3239392
E-Mail: renaud.tripet@bk.admin.ch

Mr. Beat Buergi
Counsellor
Swiss Delegation to the OECD
28, rue de Martignac
F-75007 PARIS

Tel: 0149557457
Fax: 0145510149
E-Mail: beat.buergi@pao.rep.admin.ch

TURQUIE/
TURKEY

Ms. Ilgin Atalay
Head of Foreign Affairs Department
Prime Ministry
Basbakanlik Dis Iliskiler Baskanligi
Kizilay
06640 ANKARA

Tel: 00 90 312 4191152
Fax: 00 90 312 4191156
E-Mail: ilgin@basbakanlik.gov.tr
**COMMISSION**

Mr. Ubaldo Zito
Deputy Director General
European Commission

**EUROPEAN COMMISSION**

200 rue de la Loi
B-1049 BRUSSELS

Tel: 00 32 2 2952531
Fax: 00 32 2 2964336
E-Mail: ubaldo.zito@cec.eu.int

---

**Observateurs / Observers**

**BRÉSIL/ BRAZIL**

Mr. Lauro E. Soutello Alves
Head of the OECD Liaison Section
Embassy of Brazil
34, cours Albert 1er
F-75008 PARIS

Tel: 0145616331
Fax: 0142890345

**CHILI/ CHILE**

Sr. Marcelo Garcia Silva
Permanent Representative of Chile to the OECD
Embassy of Chile
2, avenue de la Motte-Picquet
F-75007 PARIS

Tel: 0144185960
Fax: 0144185961

---

**SECRÉTARIAT DE L’OCDE / OECD SECRETARIAT**

Ms. Sally Shelton-Colby
Deputy Secretary-General

Mr. Eric Burgeat
Director
Centre for Co-operation with Non-Members

Mr. Robert Cornell
Consultant
Development Co-operation Directorate
Service de la gestion publique / Public Management Service

Mr. Tony Hutton  
Director  
Tel: 0145249060  
E-Mail: tony.hutton@oecd.org

Mr. Rolf Alter  
Deputy Director and  
Head of Programme,  
PUMA Activity and Horizontal  
Activity on Regulatory Reform  
Tel: 0145241410  
E-Mail: rolf.alter@oecd.org

Mr. Albrecht Stockmayer  
Head of Programme, Outreach  
Tel: 0145249064  
E-Mail: albrecht.stockmayer@oecd.org

Mme Hélène Gadriot-Renard  
Chef de programme,  
Gestion publique et rôle de l’état  
Tel: 0145249460  
E-Mail: helene.gadriot-renard@oecd.org

Mr. Alex Matheson  
Head of Division,  
Budgeting and Management  
Tel: 0145249085  
E-Mail: alex.matheson@oecd.org

Mr. Edwin Lau  
Administrator  
Tel: 0145248036  
E-Mail: edwin.lau@oecd.org

Ms. Marie Murphy  
Documentation  
Tel: 0145249052  
E-Mail: marie.murphy@oecd.org

Fax: 0145248796 / 0145241706

ADRESSE INTERNET / INTERNET ADDRESS  
http://www.oecd.org/puma