PUBLIC MANAGEMENT SERVICE
PUBLIC MANAGEMENT COMMITTEE

ANNOTATED AGENDA

Meeting of Senior Officials from Centres of Government on Risk Management
Reykjavik, 22-23 October 2001

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JT00114349
MEETING OF SENIOR OFFICIALS FROM CENTRES OF GOVERNMENT
ON
RISK MANAGEMENT

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OBJECTIVES OF THE MEETING

1. The meeting of Senior Officials from Centres of Government offers a unique opportunity for the former to meet with their opposite numbers from the OECD Member countries.

2. The 2001 meeting, in Reykjavík, has three main objectives:
   - To multiply the opportunities for informal exchanges between participants and strengthen ties between the members of this network of colleagues with similar responsibilities in their respective countries.
   - To determine what, from the point of view of those who ensure the link between the political and administrative levels, are the main elements that decision-makers must take into account in order to improve risk evaluation, prevention and management, as well as to involve citizens and communicate with them more effectively.
   - To make an initial selection of the issues to be discussed in detail in 2002 in relation to the public/private sector interface.

3. In addition, the meeting will provide an opportunity for a mutual exchange of information between participants and the Public Management Service (PUMA): participants will be informed about PUMA’s work, and particularly that which has benefited directly from the discussions held by Senior Officials from Centres of Government in the past; they will indicate to PUMA what their priorities are for the coming years, in terms of public management and governance.
### Sunday 21 October

**19.00** Drinks hosted by the OECD Public Management Service (PUMA) at the Cultural House, Hverfisgötu 15, Reykjavík.

### Monday 22 October

**08.30-09.00** Conference Room A of the Hotel Radisson Saga, Hagatorg, Reykjavík: Opening of the meeting by Mr. Ólafur Davidsson, Secretary-General of the Office of the Prime Minister of Iceland.

#### RISK MANAGEMENT: IDENTIFYING, ANTICIPATING AND MANAGING THE PROBABLE OCCURRENCE OF RISK

Reference document: PUMA/MPM(2001)1

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td><strong>09.00-10.00</strong></td>
<td><strong>Identify risk. Multiform risk.</strong> First part of the discussion on risk management.</td>
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<td>This part of the discussion will be devoted to problem identification. Once the definitions have been established (for example, the difference between risk and hazards), the different types of risk (natural, magnified or caused by new technologies, the case of diseases and animal epidemics...), there will be a general discussion in order to give an overview of the issues raised and the consequences for decision-makers: different types of risk in different sectors; the variety of actors involved; whether or not it is possible to limit the risk...</td>
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<td><strong>10.00-10.30</strong></td>
<td><strong>Anticipate risk, act and react, learn lessons.</strong> Second part of the discussion on risk management.</td>
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<td>The capacity to (i) anticipate, (ii) act, (iii) react and (iv) learn lessons, both in a national context and as regards international co-operation, depends on the smooth functioning of the triangle made up of scientists/civil servants/political decision-makers. Experience in managing risk will take up most of this part of the discussions, it being necessary to exchange information concerning the legal frameworks, policies, organisation and structures, training and financial resources that governments employ and put in place in order to limit and combat this or that type of risk. The discussion will make it possible to identify the successes and analyse the decisive factors behind the most recent setbacks. The difficulties involved in the science-administration-politics relationship will be analysed.</td>
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<td><strong>10.30-10.45</strong></td>
<td><strong>Coffee break.</strong></td>
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(approx.)
10.45-12.50 Anticipate risk, act and react, learn lessons. Continuation of the discussions.

12.50-13.00 Conclusions of the morning’s discussions by Mr. Ólafur Davidsson.

13.00-14.45 Lunch hosted by the Office of the Prime Minister of Iceland (at the Hotel Saga).

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<tr>
<th>RISK MANAGEMENT: INVOLVING THE PUBLIC IN RISK PREVENTION AND MANAGEMENT, AND GOVERNMENT COMMUNICATION</th>
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15.00-15.45 Involving the public in risk prevention and management.
Continuation and conclusion of the second part of the discussion on risk management.

Reference documents: PUMA/MPM(2001)3
PUMA/MPM(2001)4

The discussion will be expanded to include the issue of opening the scientists/civil servants/political decision makers triangle to external stakeholders. Among the issues to be discussed are: How are citizens consulted? How to involve the private sector? How to initiate and build a relationship with interest groups? Concrete solutions already explored in Sweden will be presented by Mr. Kjell Andersson (VALDOC Group).

15.45-16.30 Government communication on risk prevention and management.
Introduction to the third part of the discussion.


Many governments are judged according to their ability to anticipate risk, to restrict it and to cope with crisis situations. The way in which these governments inform the public, communicate with them, involve them in decision-making and action, the choice of when to communicate and the content of the message communicated are often crucial to the confidence that people have in their decision-makers. The difficulties of government communication will be discussed on the basis of concrete examples.

16.30-16.45 Coffee break.

16.45-17.50 Government communication on risk prevention and management (continuation of the third part of the discussion), and examination of possible ways of improving risk management.

Adoption of conclusions on more effective risk management. The Secretariat will submit to participants a checklist - drawn up on the basis of the day’s discussions - of the main elements that decision-makers should keep in mind.

17.50-18.00 Conclusions of the day’s discussions on risk management by Mr. Ólafur Davidsson.

19.30 Departure from the hotel for dinner, hosted by the Icelandic authorities.
Tuesday 23 October

DISCUSSION OF A TOPIC OF COMMON INTEREST:
THE INTERFACE BETWEEN THE PUBLIC AND PRIVATE SECTORS


09.00-09.30 Information on certain PUMA activities that have recently benefited from the guidance and discussions of Senior Officials from Centres of Government. Discussion.

The Director of the Public Management Service will present the results of the activity on “Strengthening government-citizen relations” and the project on “E-Government” which have in particular benefited from the discussions among Senior Officials from Centres of Government in Bern (1998, Information Policy and Democratic Quality), and in Budapest (2000, Relations between Governments, Legislatures and Civil Society and The Use of New Information and Communication Technologies).

09.30-10.30 The public/private sector interface.
Presentation of the subject by Mr. Ólafur Davidsson, Secretary-General of the Office of the Prime Minister of Iceland. Discussion.

The discussion will contribute to identifying the questions to be debated at the 2002 Centres of Government meeting. The discussions will tackle the fundamental issue of the role of the State and the responsibilities that it should retain and those that could - or should - be taken on by the private sector. Member countries sometimes have very different views of the State, and hence of the frontier and level of interpenetration between the public and private sectors. The discussion will cover the wide range of areas concerned, including for example, regulation, privatisation, contractualisation, semi-public agencies, sub-contracting of service delivery, ethics in activities sub-contracted by government.

10.30-10.45 Coffee break

10.45-11.50 The public/private sector interface. Continuation of the discussion.

Other themes of common interest could be discussed if participants so wish.

11.50-12.00 Conclusions of the morning’s discussion by Mr. Ólafur Davidsson and overall conclusions of the meeting. Close of the meeting.

13.00 Lunch for participants staying on in Reykjavík.