

OECD Gender Policy Delivery Review

# Kazakhstan

**HIGHLIGHTS**

2017



PRELIMINARY VERSION FOR CONSULTATION



BETTER POLICIES FOR BETTER LIVES



# GENDER POLICIES IN

## WHAT ARE OECD GENDER GOVERNANCE REVIEWS?

**OECD Gender Governance Reviews** support countries in their efforts to ensure that all public policies, services and spending deliver equal outcomes for men and women from diverse backgrounds. They provide in-depth analyses of gender equality and mainstreaming initiatives, good practices and actionable recommendations.

## WHY A GENDER GOVERNANCE REVIEW OF KAZAKHSTAN?

Following the OECD's ongoing efforts to improve gender equality, the government of Kazakhstan has asked the OECD to carry out the Gender Policy Delivery in Kazakhstan Review to analyse strengths and weaknesses of the government's approach to improve the gender equality and to facilitate the development and reinforcement of institutional mechanisms and strategic capacities to enable and sustain gender equality and full participation of women

and men in society and in public life based on international good practices and the highest standards of performance. It also aims to support Kazakhstan in strengthening its gender policy delivery mechanisms to ensure effective implementation of gender equality policies throughout the country. The review uses a whole-of-government approach to gender equality and mainstreaming, and focuses on:

- **institutional framework and capacities to design effective and gender-sensitive governmental policies and programmes;**
- **integrating gender aspects into policy, programme and budget design and implementation;**
- **availability and accessibility of gender-disaggregated data for evidence-based policy making;**
- **accountability and monitoring mechanisms to ensure policy impact.**



# KAZAKHSTAN

## Kazakhstan 2015

Total area: **2,724,902 km<sup>2</sup>**

GDP per capita: **(Current USD) 10,508**

Annual GDP growth: **1.2%**

Population: **17,540,000**

Female population (% of total): **51.7 %**

Total unemployment rate: **4.1 % (2014)**

Female unemployment rate: **4.9 % (2014)**

Total life expectancy: **71.62 years (2014)**

Female life expectancy: **75.94 years (2014)**

Source: World Bank World Development Indicators and Gender Statistics Database  
<http://data.worldbank.org/country/kazakhstan>





## Strengthening the impact of gender policies in Kazakhstan

**In the Republic of Kazakhstan, there has been important progress in promoting women's empowerment in public life, achieving important results over the last decade. Yet women remain underrepresented in key decision-making posts and traditional gender roles continue to dominate education and employment decisions.**

### STATE OF PLAY

- The government developed and approved a **national gender equality strategy (2006- 2016)** that has laid the foundations for the improvements of women's participation in public life in Kazakhstan.
- In 2009, the parliament enacted the **Law of State Guarantees of Equal Rights and Equal Opportunities for Men and Women** and the **Law on the Prevention of Domestic Violence**.
- The forthcoming **Concept on Family and Gender Policy for 2030** in Kazakhstan is currently being elaborated and includes, among other issues, important action plans to develop the public sector capacity, increase international collaboration, reduce stereotypes in education and employment and combat violence against women.
- On an international level, the government recently made the pledge to uphold the **Beijing Platform of Action** at the UN Global Leaders' Meeting on Gender Equality and Women's Empowerment and the **Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)**.
- In view of supporting the implementation of the **Sustainable Development Goals**, Kazakhstan committed to adequately finance gender equality initiatives, establish strong transparent and open accountability mechanisms within the government, and utilise high-level comparable gender data in all aspects of gender equality.

## SOCIO-ECONOMIC CHALLENGES

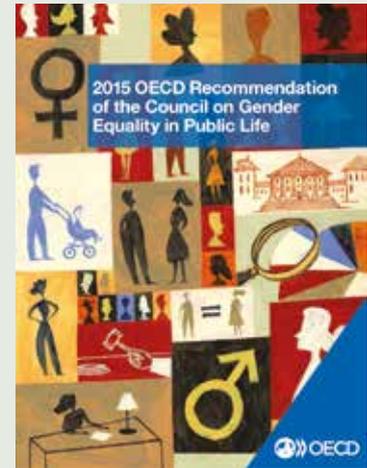
- On a **local level**, the share of women delegates in regional parliaments is on average 18.8%, with variations in certain regions exceeding the 30% threshold.
- While important advances have been made over the last decade, the **share of women in national parliament** remains below the 30% gender equality threshold – considered to be the point at which they can bring about real change in policy agendas – and slightly below the OECD average, at 27.1% (29 out of 107 seats) in the House of Representatives and 6.48% (3 out of 47 seats) in the Senate.
- In the **executive office**, women comprise 55% of administrative civil servants, but only 8.4% of the political-level civil servants. In 2016, of the 13 ministerial posts and 17 seats in the Executive Cabinet, one was held by a female.
- In the **judiciary**, 55% of all judges are women, while only 36.4% of judges in the Supreme Court are women.
- Gender Gaps in women's **labour force participation** are relatively low in Kazakhstan, nonetheless, labour market outcomes indicate differences between women and men. While an increasing number of women are working in **SMEs**, women are mainly self-employed, and may lack decent working conditions and social security benefits such as pensions. Women represent 70% of all employees in sectors that are traditionally feminised, where the prevalence of low-paying wages is high. On average **women's salaries** are 67% of average salaries for men.
- Kazakhstan is close to gender parity in access to primary and secondary **education**, and ranks among the top countries in enrolment in primary and secondary education. Women, nevertheless, continue to be overrepresented in traditional areas of study, and are less likely to participate in science and technology related studies.
- The prevalence of **gender-based violence** remains an important socio-economic barrier for women, with every one out of three women suffering from a form of physical, sexual or other form of violence.

## What is the OECD's strategic course of action for gender equality?



The 2015 OECD Recommendation of the Council on Gender Equality in Public Life insists on the development and implementation of a whole-of-government strategy for effective gender equality and mainstreaming, which would enable:

- setting a rationale, action plans, priorities, timelines, objectives, expected outcomes and/or targets, and effective policy planning across public institutions for promoting gender equality. These measures should be accompanied



by information and awareness campaigns, media strategies and regular reviews;

- engaging relevant governmental and non-governmental stakeholders with a view to ensuring an inclusive and comprehensive coverage of gender equality issues;
- adopting a dual approach to narrowing equality gaps through both gender mainstreaming and specific targeted actions to promote gender equality.



## Towards a robust strategy for gender equality

**Empowering both women and men to contribute fully to society for more inclusive and sustainable growth demands a clear and comprehensive vision of a gender-equal society supported by a sound strategic plan to realise specific goals and objectives. Kazakhstan's strategy and vision for gender equality demonstrates the important high-level commitment of the government towards gender equality. Yet, further advancements could be facilitated through targeted reforms.**

### CURRENT ARRANGEMENTS

- The overall performance of Kazakhstan in setting long-term vision and objectives is primarily elaborated through the *national development plan* and *national gender strategies*. Through their strategies the government sets roadmaps for policy reforms for the next 35 years.
- Kazakhstan has initiated a government wide programme of reforms called the **100 Concrete Steps to Implement Five Institutional Reforms** that have implications for gender initiatives and whole-of-government actions for the modernisation of the country. The initiatives include the introduction of independent budgets for local government and mechanisms which would allow citizens to participate in discussing on public spending. This would provide an opportunity to ensure gender equal allocation of local budgets and improving government accountability mechanisms for a result-oriented state governance system where oversight is based on achieving specific targets. These efforts could be leveraged to increase momentum in further strengthening accountability and oversight for gender equality in Kazakhstan.
- The government has made a range of **international commitments**, namely the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Beijing Declaration and Platform for Action, Millennium Development Goals and the recently adopted Sustainable Development Goals.
- The **Strategy for Gender Equality in the Republic of Kazakhstan for 2006-2016** identified seven priority areas in view of realising the state gender policy including
  - gender equality in the public and political spheres
  - gender equality in the economic sphere
  - gender education
  - improving reproductive health of men and women
  - prevention of gender-based violence
  - strengthening of the family
  - raising public awareness on gender equality.



## CHALLENGES

- The **vision and strategy** for gender equality in Kazakhstan demonstrates a commitment to gender equality. However, it is important to maintain clearly defined and separate goals, but objectives for gender and family policies are not formulated.
- While the strategic plan for the development of the Republic of Kazakhstan sets development goals and is up to international benchmarks, further **alignment of the gender equality strategies with overall policy planning and national development goals** is an important way of ensuring that gender equality policies do not remain in the periphery of government action. For instance, the lack of gender-specific goals and gender-sensitive targets in all policy areas make progress difficult to gauge. If the actions of the new plan are not outcome-oriented, it will remain difficult to evaluate their effectiveness and measure their actual impact on men and women.
- Further efforts are needed to deepen the **engagement of governmental and non-governmental stakeholders** in policy design. The current challenges in ensuring active participation of all governmental stakeholders in the implementation, monitoring and evaluation of gender strategies are due to limited resources and capacity, particularly the ability of line ministries to conduct research, analyse information and develop projects that have not been already included in their strategic plan. Furthermore, the opportunity to promote an all-inclusive engagement with non-governmental stakeholders is not completely taken advantage of through established local, city and regional level councils.
- In Kazakhstan, a **dual-approach to gender equality** is taken in the national gender strategy, where gender considerations are embedded in all policies, laws and regulations, and specific measures must be adopted to improve gender equality. However, little attention is given to gender mainstreaming in the design and implementation of major sectoral policies, and there are limited guidelines for the use of and availability of gender-disaggregated data.

## NEXT STEPS

- **Maintain clear demarcation of the goals, objectives and indicators for gender equality and family policies.** While a family policy can be used as a tool to enhance gender equality objectives, gender equality policy must be seen as an encompassing and multi-dimensional strategy that goes far beyond family issues and touches upon every aspect the lives of men and women.
- **Ensure alignment of the vision and policy for gender equality with the overall development vision of the country as well as with policies and programmes across different sectors and levels of government.** This would make implementation and progress easier to track and measure. Consider including gender-sensitive target indicators more widely across state and sectoral programs and strategic plans to facilitate the promotion of gender equality in all areas of life.
- **Develop measurable output and outcome indicators for the implementation of the perspective gender equality policy for 2030** based on gender-disaggregated analysis, realistic targets, clear roles and responsibilities, monitoring and evaluation mechanisms and both long- and medium-term strategic horizons to support the sustainability of gender equality efforts. Over time, consider developing an annual “whole-of-government” report on the implementation of the gender equality strategy.
- **Further expand opportunities for comprehensive stakeholder engagement in the process of design, implementation and monitoring of the perspective gender equality policy,** including central agencies, line ministries, civil society organisations, academia, business community, mashlikhats, and public councils. Ensuring gender balance and diversity in the newly established public councils can ensure inclusive coverage of diverse views of citizens and relevant delivery to the citizens.
- **Support the dual approach in the gender strategy by ensuring that the subsequent action plans focus on specific measures promoting gender equality** and promoting gender equality, while advancing gender mainstreaming, outlining clear roles and mandates, and accountability lines to pursue gender mainstreaming across the administration at all levels.

## Effective institutions for gender equality

**Sound design and implementation of gender equality reforms and integration of gender considerations into mainstream policies and programmes strongly depends on the institutional framework that is put in place to support these efforts. In the past decade, Kazakhstan has made important strides in institutionalising its gender machinery. Many mechanisms both at the central and local level are already established and Kazakhstan must be applauded for these accomplishments. The next steps in strengthening the existing gender machinery could include creating more formal linkages between different institutions in implementing gender policies, clarifying roles and responsibilities of different governmental stakeholders, and strengthening the capacities and resources of all government agencies and actors in gender-sensitive policy making, implementing and monitoring.**

### CURRENT ARRANGEMENTS

- The central gender institution in Kazakhstan is the **National Commission on Women’s Affairs, Family and Demographic Policy**, which is an advisory body to the President of the Republic of Kazakhstan with the secretariat located under the administration of the presidency. It is tasked with the implementation and monitoring of the Gender Equality Strategy 2006-2016. The Commission also has an Expert Council consisting of NGOs and representatives from the academic sphere. A gender focal point also exists in each administration responsible for implementing gender policy.
- In addition to the National Commission, all regions in Kazakhstan as well as the cities of Astana and Almaty have **regional commissions** placed under the office of the *akim* (head of the local executive branch).
- The **Academy of Public Administration** under the president is tasked with carrying out regular training sessions on gender equality for government representatives. Continuing training of the civil servants on the issues of family, demographic, and gender policies, gender budgeting on the basis of the Academy of Public Administration is planned by the current draft of the new Concept of Family and Gender Policy in the Republic of Kazakhstan up to 2030





## CHALLENGES

- In Kazakhstan, the formalized nature of the National Commission, as well as the limited institutionalisation of the gender machinery, and its dependence on individuals may risk dampening the legitimacy, longevity, sustainable commitment and integration of gender equality efforts across the government.
- Well-functioning institutions, **both responsible for gender policies and other line ministries and agencies, require staff with awareness and competence** in gender policy analysis, advocacy, communication and monitoring to implement gender initiatives. Currently, the National Commission has three staff members, whose tasks include other responsibilities in addition to their role within the commission. More broadly, to ensure effective implementation of the perspective gender equality policy, Kazakhstan would also benefit from strengthening the quality and broader capabilities of all public institutions.
- There are **limited formal co-ordination mechanisms** on national and local levels to ensure that gender-related initiatives are consistent, complementary, and well implemented across public bodies and levels of governments. Co-ordination between public bodies is **realised on an ad hoc basis** depending whether tasks foreseen in the action plans require joint implementation. The existing, mainly informal co-ordination mechanisms appear insufficient to achieve policy coherence, implement a “whole-of-government” approach to gender equality, increase ownership from public bodies, and improve stakeholder engagement.
- In Kazakhstan, the National Commission is tasked with providing **oversight** in ensuring the effective implementation and monitoring of the gender policy. To enhance the effectiveness of this role, Kazakhstan may benefit from strengthening the role and capacities of the Secretariat of the National Commission to facilitate the implementation of gender strategy across the government.
- Other mechanisms for oversight, such as an **Ombuds office**, can be reinforced. In Kazakhstan, the National Commissioner for Human Rights (National Human Rights Ombudsman) occasionally deals with issues related to gender equality such as the gender gap pay.
- Kazakhstan currently has no **parliamentary committee** focusing on gender equality issues that could provide legislative oversight to this agenda. To ensure that gender equality initiatives are sustained in the legislative and broader governmental agendas and enable greater accountability and transparency, Kazakhstan would benefit from strengthening the role of the parliament with regard to the promotion of gender equality. Some steps are already being taken within the **100 Concrete Steps programme** that includes the formation of a more “accountable government”. These efforts could be leveraged to increase momentum in further strengthening accountability and oversight in Kazakhstan for concrete gender equality results.



## NEXT STEPS

- **Further strengthen the capacity and institutionalisation of the national gender machinery** (i.e. the current National Commission and related institutions), as already envisaged in the draft concept of gender and family policy. This could be achieved by enhancing their statutory authority, mandate, access to mainstream decision-making processes across the government (e.g. participation in government meetings), cooperation with other governmental and non-governmental bodies, and allocation of more adequate resources. This could include the establishments of formal agreements between the National Commission and executive and elected bodies at various levels of government.
- **Strengthen the presence, gender expertise, capacities and positioning of gender focal points across the administration and levels of government.** Build upon ongoing discussions and further pursue the appointment of gender focal points in local elected bodies (mashlikhats) and executive bodies.
- **Define the functions of gender focal points to support their ministries and institutions to develop and implement gender-sensitive policies and programs,** taking into consideration gender-disaggregated data. These gender focal points could assume a dual reporting function, both to the senior leadership of their Ministry and to the National Commission. In parallel, ensure that the accountability to design and implement gender-sensitive policies is attributed to the senior management.



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- **Empower all ministries to integrate gender considerations into the development and implementation of sectoral plans and programmes** through training, awareness-raising campaigns and regular inclusion of gender focal points in mainstream planning, budgeting and decision-making.
- **Expand training programmes across the administration and levels of government focused on gender equality and mainstreaming,** including collection and analysis of gender-disaggregated data; use of tools for gender-sensitive policy-making such as gender-impact assessments and gender-budgeting. Ensure that such training is regular and widely disseminated across government sectors. This can be particularly important in government departments that may not identify their portfolio as having gender dimensions.
- **Embed a commitment to gender equality and mainstreaming strategies by establishing effective accountability and oversight mechanisms.** Use these accountability mechanisms to raise awareness of gender mainstreaming across the public sector and among the general public.
- **Further strengthen institutional ties between the Commission, the Ombudsperson and the Prosecutor General's Office** in preparation of the annual report on human rights and gender equality.
- **Further institutionalise co-ordination channels horizontally (across the government) and vertically (across levels of government) for the implementation of the forthcoming gender equality policy.** This could be achieved through systematic sharing of good practices, data, undertaking joint analysis to enable government-wide implementation of gender equality (as already envisaged in the draft concept of family and gender policy). Facilitate the exchange of good practices, research, an incentives structure, network creation and information sharing across public institutions through establishing formal co-ordination mechanisms.



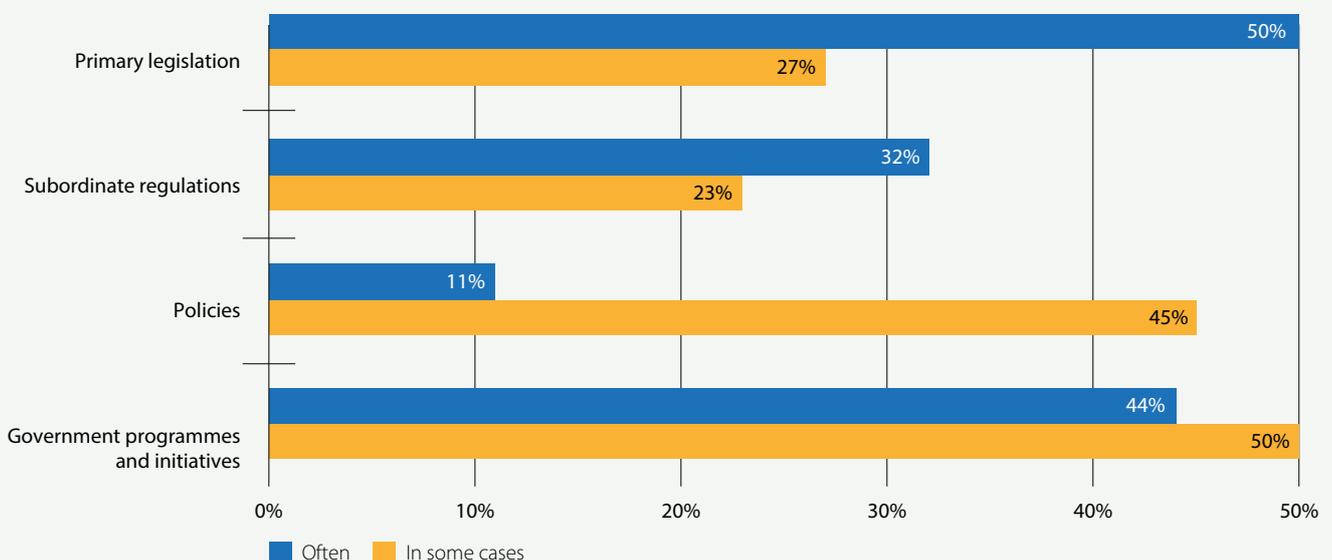
# Embedding gender considerations in public policies

**In Kazakhstan, there is a widespread understanding across the administration at different levels of government that gender equality and empowerment of women can be achieved through targeted actions. Designing and providing public services that are equally accessible and relevant to all citizens also requires rigorous processes to embed gender considerations in service design and delivery, conduct impact assessments, considerations into budgeting process, and develop wide-spread gender-disaggregate statistics.**

## CURRENT ARRANGEMENTS

- In Kazakhstan, **gender mainstreaming** has been articulated within the overall National Gender Strategy 2006-2016. One of the strategic objectives set out in the Gender Strategy is to “introduce gender approaches into the development, realisation and control over implementation of the national legislation, national and local budgets, and state, social and economic programs”, thus providing the basis of gender mainstreaming.
- Kazakhstan is in the process of putting in place elements of ex ante **impact assessment** requirements (called “scientific expertise”), including from a gender equality perspective (Gender Impact Assessments, GIA). Article 29 of the Law 480-V on Legal Acts (6 April 2016) stipulates that draft legislative acts (including draft regulations) be accompanied by an explanatory note and a scientific expertise.
- Some initial elements of **Gender Responsive Budgeting** (GRB) are already seeded in the budgetary planning of some public entities. For instance, the State programme of Health of the Republic of Kazakhstan (Salamatty Kazakhstan) provides for output and outcome indicators to address specific health issues faced by women and a certain budget is allocated to achieve these output results. Furthermore, the forthcoming Concept for family and gender policy of Kazakhstan until 2030 provides that the GRB needs to be introduced and the training and capacity building need to be implemented in order to support this reform.
- A **gender statistics** unit has been established within the Committee for Statistics of the Republic of Kazakhstan, located within the Department of Social and Demographic Statistics. The Agency for Statistics annually publishes *Women and Men in Kazakhstan*, a compilation of gender-disaggregated statistics.

Gender analysis practices in OECD countries



Source: OECD (2011), *Survey on National Gender Frameworks, Gender Public Policies and Leadership*, OECD Publishing, Paris.

## CHALLENGES

- There remain **practical and cultural barriers** leading to policy evaporation that hamper the effective introduction and implementation of gender mainstreaming including limited awareness and understanding among line ministries and local executive bodies of the need of adopting a gender approach to policies; a lack of funding, gender analysis skills within the public sector and tools for gender mainstreaming are major challenges to overcome. A limited overall government capacity to measure the impact of policies coupled with the lack of available and easily accessible gender-disaggregated data to assess the impact of gender mainstreaming in Kazakhstan.
- Kazakhstan conducts ex ante **gender impact assessments** only on primary legislations and only in some cases. Ex ante GIAs for subordinate regulations, policies, government programmes and initiatives, including on the delivery of public services, are not foreseen in the near future and those that are conducted are not done so at early stages and sustained throughout all phases of the policy cycle nor aligned with expenditure appraisals. There are also several challenges to the implementation of this requirement including methodology; integration of analysis and accountability; sufficient human resources; skills to conduct in-depth analysis and accountability, and sufficient human resources, skills to conduct in-depth analyses and elaborate high-quality impact assessments.
- Although, in principle, integrating a gender approach in the formulation of budgets is articulated in the Gender Strategy 2006-2016, its application can be improved. In the implementation of the Gender Strategy, **public budgets** are allocated to achieve output indicators rather than focusing on the outcome results. Efforts are needed to refocus the resource allocation process towards greater linkages with expected results.
- While some **gender-disaggregated data** is available, all line ministries are not using gender disaggregate data and the administration faces various challenges, including limited capacity in line ministries to determine the need for gender-disaggregated data; limited co-ordination mechanisms to determine the kind of data that need to be collected; and poor quality and accuracy of existing data. Furthermore, data is collected for social concerns, but not in gender sectors viewed as gender neutral.

## NEXT STEPS

- **Increase capacity within government institutions to conduct gender impact assessment through training and coaching and enhancing the skills and resources of the available staff** to apply a gender-based approach to design, implement and evaluate policies through a gender lens both at the national and local levels. Reinforce the potential results of gender impact assessment through case studies and pilot projects. Widely disseminate the results of such examples.
- **Enhance capacities** of the Secretariat of the National Commission as well as the Academy **to provide trainings and awareness raising campaigns to public bodies** responsible for undertaking GIAs at various levels of government (as already included in the draft concept for family and gender policy of Kazakhstan).
- **Ensure that gender analysis is systematically carried out** for subordinate regulations, government programmes and initiatives, including at the subnational levels.
- Strengthen the evidence base for gender-sensitive policy-making, gender-impact assessments and budgeting by **expanding the scope and depth of gender-disaggregated statistics**, including across sectors, increasing co-ordination among data collecting and producing bodies and improving access to gender-disaggregated data.
- **Further integrate gender considerations into the mainstream budgeting process by building necessary capacities, raising awareness on the impact of budgeting** in meeting men's and women's needs and reducing gender gaps (as already envisaged in the draft concept for family and gender policy). The ongoing reforms for results-based budgeting can be leveraged to incorporate gender perspectives.



# OECD Public Governance Directorate

## – areas of work

**The OECD Public Governance Directorate helps countries implement strategic, evidence-based and innovative policies to strengthen public governance and improve citizens’ trust in government. The areas of work addressed in the review Gender Policy Delivery in Kazakhstan, build upon the Directorate’s daily work. This work involves carrying out policy analysis and peer reviews, facilitating policy committees and networks, and developing recommendations, instruments and principles to strengthen the governance of gender equality.**

### Gender Equality in Public Life

The OECD is contributing to worldwide efforts to advance gender equality and mainstreaming by feeding and stirring public policy debate and generating benchmarks for member countries. The OECD conducts in-depth analysis and sound-data collection, undertakes case studies and generates policy recommendations.

In the framework of the OECD Gender Initiative, the path-breaking 2015 OECD Recommendation of the Council on Gender Equality in Public Life promotes a government-wide strategy for gender equality reform, sound mechanisms to ensure accountability and sustainability of gender initiatives, and tools and evidence to inform inclusive policy decisions. It also promotes a “whole-of-society” approach to reducing gender stereotypes, encouraging women to participate in politics and removing implicit and explicit barriers to gender equality. This Recommendation is unique, as it provides not only governments, but also parliaments and judiciaries, with clear, timely and actionable guidelines for effectively implementing gender equality and gender mainstreaming initiatives, and for improving equal access to public leadership for women and men from diverse backgrounds.

[www.oecd.org/gov/women-in-government.htm](http://www.oecd.org/gov/women-in-government.htm)

[www.oecd.org/gov/2015-oecd-recommendation-of-the-council-on-gender-equality-in-public-life-9789264252820-en.htm](http://www.oecd.org/gov/2015-oecd-recommendation-of-the-council-on-gender-equality-in-public-life-9789264252820-en.htm)

### Public governance for inclusive growth

In many countries inequality is growing as the benefits of economic growth go to the richest members of society. Inclusive Growth is all about changing the rules so that more people can contribute to and benefit from economic growth. OECD policy-making for inclusive growth aligns voice, design, delivery and accountability for joined-up outcomes. On 28 October 2015, ministers and cabinet-level officials from OECD countries and beyond met in Helsinki, Finland to help determine how we can shape the policy cycle to deliver growth and achieve greater equality in socio-economic outcomes.

[www.oecd.org/gov/inclusive-growth-and-public-governance.htm](http://www.oecd.org/gov/inclusive-growth-and-public-governance.htm)

### Centre of government

Moving away from the traditional role of serving the executive from an administrative perspective, centres of government are now playing a more active role in policy development. OECD works with centres of government to explore how governments can adapt the institutions at the Centre in order to play this expanded and more outward-looking role. As part of its work with centres of government, the OECD convenes the **Network of Senior Officials from Centres of Government** in annual meetings.

[www.oecd.org/gov/cog.htm](http://www.oecd.org/gov/cog.htm)

### Monitoring and evaluation

In the quest for inclusive outcomes, governments are increasingly making use of monitoring and evaluation systems to maximise the use of scarce resources and ensure that the results achieved reflect the intended outcomes. Recently, the OECD convened a **symposium on public sector performance**.

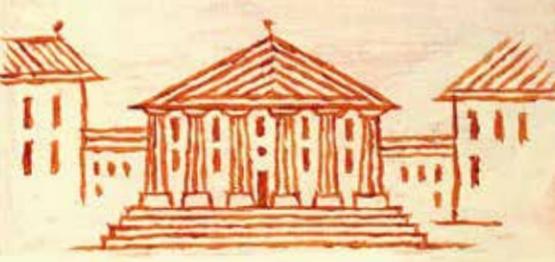
[www.oecd.org/gov/budgeting/](http://www.oecd.org/gov/budgeting/)

[seniorbudgetofficialsnetworkonperformanceandresults.htm](http://www.oecd.org/gov/budgeting/seniorbudgetofficialsnetworkonperformanceandresults.htm)

### Open government and citizen participation

Through the OECD Open Government Project, the OECD helps countries design and implement open government policies, in collaboration with citizens, civil society organisations and the private sector. To disseminate the importance of incorporating the principles of transparency, accountability, and citizen participation in public sector reforms around the world, it has further created Regional Networks on Open and Innovative Government in the Middle East and North Africa, Southeast Asia, and Latin America that gather open government champions to discuss common challenges and identify and disseminate good practices.

[www.oecd.org/gov/open-government.htm](http://www.oecd.org/gov/open-government.htm)



### Budgeting and Public Expenditures

The Working Party of Senior Budget Officials (SBO) undertakes country reviews of budgeting systems. The objectives are to provide a comprehensive overview of the budget process in the country under examination, to evaluate national experiences in light of international best practice and to provide specific policy recommendations, and to offer other countries an opportunity to comment on specific budgeting issues in the country under examination (“peer review”).

[www.oecd.org/gov/budgeting/seniorbudgetofficialsnetworkonperformanceandresults.htm](http://www.oecd.org/gov/budgeting/seniorbudgetofficialsnetworkonperformanceandresults.htm)

### Human resource management

Public administrations need the right people, in the right places, at the right time, and with the right skills if they want to meet today’s challenges. The OECD’s work on strategic workforce management, including reviews of human resource management in government, highlights governments’ efforts to promote strategic workforce planning.

[www.oecd.org/gov/pem/](http://www.oecd.org/gov/pem/)

## ADDITIONAL AREAS OF WORK

### Multi-level governance

Sub-national governments provide substantial public services and they are close to the citizen. Therefore, effective multi-level governance plays an important role in delivering inclusive growth outcomes. The OECD publishes territorial reviews at the national, regional and metropolitan levels and promotes good practices in the area of multi-level governance of public investment.

[www.oecd.org/gov/regional-policy/multi-levelgovernance.htm](http://www.oecd.org/gov/regional-policy/multi-levelgovernance.htm)

### Regulatory policy

Better regulation helps governments achieve their policy objectives through the use of regulations, laws and other regulatory instruments.

[www.oecd.org/gov/regulatory-policy/](http://www.oecd.org/gov/regulatory-policy/)

### Digital government

Digital government explores how governments can best use information and communication technologies and government data – including open government data – to embrace good government principles and achieve policy goals.

[www.oecd.org/gov/public-innovation/](http://www.oecd.org/gov/public-innovation/)

### Integrity and Anti-corruption

Integrity is essential for building strong institutions resistant to corruption. The OECD developed a set of recommendations to enhance integrity and prevent corruption in the public sector and to ensure a strategic use of public procurement. The OECD carries out reviews on public sector integrity and public procurement to help policy makers improve policies, adopt good practices and implement established principles and standards.

[www.oecd.org/gov/ethics/](http://www.oecd.org/gov/ethics/)

### Government at a Glance

Now in its fourth edition, includes a dashboard of key indicators to help analyse international comparisons of public sector performance.

[www.oecd.org/gov/govataglance.htm](http://www.oecd.org/gov/govataglance.htm)

### Public sector innovation

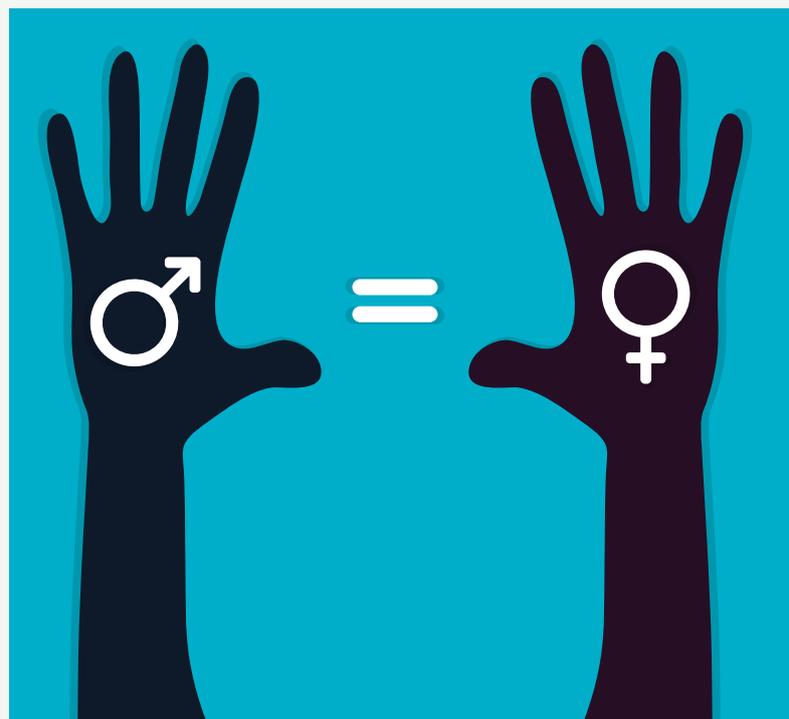
Governments are finding new ways of operating and responding to public needs in a globalised and networked world characterised by rising citizen expectations and financial constraints. These efforts are supported through the OECD Observatory of Public Sector Innovation.

[www.oecd.org/governance/observatory-public-sectorinnovation/](http://www.oecd.org/governance/observatory-public-sectorinnovation/)

### Access to Justice

The OECD work on justice services aims at supporting improved citizen access to justice by strengthening citizen focus of justice services.

[www.oecd.org/gov/access-to-justice.htm](http://www.oecd.org/gov/access-to-justice.htm)





BETTER POLICIES FOR BETTER LIVES



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<http://oe.cd/gender-gov>

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