OECD REVIEW OF PUBLIC GOVERNANCE: HAITI

Strengthening the administration for resilient and sustainable public governance
1. IMPROVE GOVERNMENT COORDINATION THROUGH A STRENGTHENED CENTRE OF GOVERNMENT

2. STRENGTHEN THE USE OF EVIDENCE IN STRATEGIC AND BUDGET PLANNING

3. PROMOTE EFFECTIVE MULTI-LEVEL GOVERNANCE TO ACHIEVE BETTER RESULTS

4. STRENGTHEN THE GOVERNMENT’S CAPACITY TO STRATEGICALLY MANAGE THE CIVIL SERVICE

5. PROMOTE A MORE OPEN, TRANSPARENT AND INCLUSIVE GOVERNMENT
INTRODUCTION: CONTEXTUALISING PUBLIC GOVERNANCE IN HAITI

In response to the political, socio-economic and environmental challenges facing Haiti today, the Government of Haiti has defined strategic objectives developed in framework documents, specifically the State Modernisation Programme (Programme de Modernisation de l’État – PME 2023) 2018-2023 and the Strategic Development Plan for Haiti (Plan Stratégique de Développement d’Haïti - PSDH), in order to foster sustainable socio-economic development and an inclusive democracy. For the Haitian government, the establishment of good governance and a modern administration are essential levers for these reforms and require the adoption of a strategic approach to the planning and coordination of public policies, as well as their effective and consistent implementation. The government has initiated reforms in this area which must be pursued and deepened to establish effective and efficient public governance that will benefit all Haitians and enable the country to achieve its ambitious development goals.

This brochure presents the main highlights, analyses and recommendations of the OECD’s Public Governance Review of Haiti. The Review, which was conducted by the OECD on behalf of the Office of Management and Human Resources (Office de Management et des Ressources Humaines - OMRH) and generously funded by the United States Agency for International Development (USAID), is based on an analysis of Haitian historical, economic and social factors, as well as on the OECD’s international experience. It covers
five key areas, which are part of the broader context of public administration and finance reform: whole-of-government coordination, strategic planning and evaluation frameworks, multi-level governance, public service management and open government. The thematic areas developed in the Review, which also draw on the goals and work of international donors, are intended to help Haiti promote sound public governance, a necessary step towards the goal of becoming an emerging economy by 2030.

The drafting of this report and the related fact-finding activities were carried out from February 2019 to June 2021.
IMPROVE GOVERNMENT COORDINATION THROUGH A STRENGTHENED CENTRE OF GOVERNMENT

With the implementation of government reform framework documents, including the PME-2023, the Haitian government has developed functional governance mechanisms and has institutions legally mandated to perform key functions at the centre of government, including coordination, strategic planning and decision making. Nevertheless, a number of institutional problems affect the government’s ability to effectively coordinate the actions and policies of all stakeholders in the administration, including a fragmented institutional framework, a sometimes anachronistic legal framework and a limited number of coordination instruments.

INCREASING COORDINATION FROM THE CENTRE OF GOVERNMENT TO ACHIEVE DEVELOPMENT GOALS

Centres of government are the backbone of public governance systems, especially for defining and implementing multi-dimensional policies, strategic planning and decision making. In the Haitian context, strategic policy development and political leadership are essential for building sound and inclusive public governance that can help address the country’s challenges.

In this sense, better coordination of government policies and actions by the institutions at the centre of government, whose functions are divided between the Presidency, the Prime Minister’s Office, the General Secretariat of the Council of Ministers and various ministries, is of paramount importance for Haiti to achieve its targets. For this purpose, it is essential to develop an integrated and coordinated governance approach in Haiti which can enable the design, implementation and evaluation of multidimensional policy responses by overcoming traditional administrative barriers and “silo” effects. At present, the Haitian governance framework contains overlapping mandates and gaps in coordination, both between and within institutions. Thus, clarification of the mandate of the Haitian centre of government and the institutions which compose it would enable it to overcome this fragmentation and better respond to multidimensional challenges. Similarly, a number of coordination mechanisms at various levels of government (councils and forums) and bridges between institutions could be revived.
FIG. 1 - KEY RESPONSIBILITIES OF THE GOVERNMENT CENTRE

Coordinating preparation of cabinet meetings
Policy coordination across government
Strategic planning for the whole of government
Communicating government messages to the public
Monitoring the implementation of government policy


FIG. 2 - INSTITUTIONS OF THE HAITIAN CENTRE OF GOVERNMENT

THE PRESIDENCY
The Cabinet of the President of the Republic
The General Secretariat of the Presidency

THE OFFICE OF THE PRIME MINISTER
The Cabinet of the Prime Minister
The General Secretariat of the Office of the Prime Minister
The Office of Human Resources Management (OMRH):

THE GENERAL SECRETARIAT OF THE COUNCIL OF MINISTERS
THE MINISTRY OF PLANNING AND EXTERNAL COOPERATION (MPCE)
THE MINISTRY OF ECONOMY AND FINANCE (MEF)
STRENGTHENING THE CAPACITY TO PLAN AND COORDINATE GOVERNMENT ACTION WITH TECHNICAL AND FINANCIAL PARTNERS

Haiti remains vulnerable to macroeconomic shocks, with limited capacity to attract foreign investment and mobilise domestic revenues. International aid is a major source of funding, which also supports the country’s resilience to shocks.

Given the weight of international support, its effectiveness depends on the modalities and principles of management and coordination with technical and financial partners. For several decades, the government of Haiti has attempted to frame and optimise its bilateral and multilateral relations through a succession of strategies, framework agreements and institutional frameworks. However, these efforts are often hampered by low levels of institutional collaboration, inadequate government capacity and weaknesses in the planning system. Finally, the national planning system is characterised by a lack of coherence between sectoral strategic documents and whole-of-govern ment national strategies, which weakens the coordination of government action.

In this context, it is imperative that the national government develop and institutionalise a greater level of coordination with technical and financial partners to share information and ensure that projects advance national strategic priorities, that funding is aligned with national plans and that monitoring and assessment frameworks can directly link international support to national strategic impact and results.

MAIN RECOMMENDATIONS

- Clarify the mandate of the Haitian government centre and its various players to overcome its fragmentation and better respond to multidimensional challenges.
- Strengthen, better define, and communicate mechanisms for institutional coordination and collaboration to improve decision-making and the coherence of government action.
- Promote the alignment of the actions of technical and financial partners with national priorities.
- Create optimal conditions for increased use of state structures in donor cooperation.
- Consider extending the implementation schedule of the 2018-2023 State Modernisation Programme in light of the global Covid-19 pandemic and issues related to political instability.

* Please refer to the Review for details of the recommendations highlighted in this brochure.
STRENGTHEN THE USE OF EVIDENCE IN STRATEGIC AND BUDGET PLANNING

Haiti has adopted two major inter-ministerial strategies, which are intended to make the country an emerging power by 2030. In particular, their implementation will be based on the development of a multi-year budget in line with the country’s strategic priorities, the foundations for which are currently being laid. Capacity building and the establishment of an institutional framework for monitoring and evaluation would also make it possible to better measure the performance of public initiatives in relation to the country’s development targets.

HAITI HAS SET AMBITIOUS DEVELOPMENT TARGETS, FORMALISED IN A MULTI-LEVEL STRATEGIC PLANNING FRAMEWORK, WHICH HAS METHODOLOGICAL LIMITATIONS

The Strategic Development Plan for Haiti 2012-2030 (Plan stratégique de développement d’Haïti – PSDH) has become the reference framework for the country’s long-term development, while the State Modernisation Programme 2018-2023 (Programme de modernisation de l’État – PME-2023) is intended to strengthen the efficiency of public initiatives. Haiti’s whole-of-government strategies, however, suffer from methodological problems that affect their implementation. On the one hand, it is essential to develop a strategic framework linking long-term planning and medium-term state reform. On the other, these strategic documents and the public policy targets they enshrine must be integrated into the budget.

CONTINUE AND IMPROVE THE IMPLEMENTATION OF PERFORMANCE-BASED BUDGETING

The budget is a powerful planning tool that must reflect the government’s strategic priorities. In particular, performance budgeting allows governments to regularly verify that the strategic targets for which budgetary resources have been allocated have been met. In Haiti, legislative reforms have led to significant progress in this area, although the fundamentals of public finance still need to be consolidated. Multi-year budgeting has yet to be firmly established, and the foundations for programme-based budgeting must be laid before performance-based budgeting can be considered.
ESTABLISH A ROBUST SYSTEM FOR MONITORING AND EVALUATING PUBLIC POLICIES

The establishment of a robust system for monitoring and evaluating public policies is essential to improve public initiatives with regard to Haiti’s development targets. Monitoring and evaluation provide crucial evidence of the performance of public policies, which can improve their implementation and increase their transparency to stakeholders and citizens. In Haiti, the institutional framework for monitoring and evaluation will need to be strengthened and clarified to further embed the practices within the government. Capacity-building and skills development will also be essential to make monitoring and evaluation a reality in Haiti, better measure its performance and assess the country’s progress in its development plan, particularly against the background of the country’s post-crisis recovery.

FIG. 3 - MAIN DIFFERENCES BETWEEN THE MONITORING AND EVALUATION OF PUBLIC POLICIES

<table>
<thead>
<tr>
<th>MONITORING</th>
<th>EVALUATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ongoing</strong> process (leading to <strong>operational</strong> decision making)</td>
<td><strong>Episodic</strong> process (leading to <strong>strategic</strong> decision making)</td>
</tr>
<tr>
<td>Monitoring systems are suitable for the broad issues that were anticipated in the public policy design</td>
<td>Tailored to a <strong>specific</strong> problem</td>
</tr>
<tr>
<td>Measures are <strong>developed</strong> and the data collected through routinised processes</td>
<td>Measures are <strong>customised</strong> for each policy evaluation</td>
</tr>
<tr>
<td><strong>Results Attribution</strong> is generally assumed</td>
<td><strong>Attribution</strong> of observed results is a <strong>key assessment</strong> issue</td>
</tr>
<tr>
<td><strong>Resources</strong> form part of the programme or organisational infrastructure</td>
<td><strong>Targeted resources</strong> are needed for each policy evaluation</td>
</tr>
<tr>
<td><strong>The use of information evolves</strong> according to needs and priorities</td>
<td>The intended purposes of a policy evaluation are usually determined upfront</td>
</tr>
</tbody>
</table>

**MAIN RECOMMENDATIONS**

- Revise the State Modernisation Programme 2018-2023 to improve its internal structure and consistency with other planning instruments such as the budget and the Strategic Development Plan for Haiti.

- Align the budget cycle more effectively with Haitian policy targets and build capacity.

- Strengthen public finances as the basis for a budgetary architecture capable of supporting multi-annual and programme-based budgeting.

- Establish a strong institutional framework for monitoring and assessing public policies and develop the centre of government function.

*Please reference to the Review for details of the recommendations outlined in this brochure.*
PROMOTE EFFECTIVE MULTI-LEVEL GOVERNANCE TO ACHIEVE BETTER RESULTS

In order to remedy the stark socio-economic disparities, the Haitian government promulgated in its 1987 Constitution principles of decentralisation which are based on three distinct levels of territorial authority (departments, municipalities and municipal sections). However, the successful implementation of decentralisation and deconcentration targets has been hampered by a number of obstacles, including those related to the legislative framework and its implementation, and requires a more robust and operational strategic governance framework to translate national strategic decisions into concrete policies at the territorial level and to fully implement the national deconcentration policy.

DELIVERING ON THE PROMISES OF DECENTRALISATION AND DECONCENTRATION POLICIES

Decentralisation can have positive effects on countries that deploy it, ranging from more efficient allocation of resources to improved quality and efficiency of public services. Nevertheless, the process can be difficult to implement due to its complex and systemic nature. Haiti’s multi-level governance reforms reflect this ambivalence, oscillating between increased autonomy for local authorities and renewed central government control over local governance bodies. Nevertheless, some of the benefits of decentralisation and deconcentration policies can be particularly desirable in the Haitian context when they enable an increased social cohesion by opening up new avenues for political participation to citizens and combat poverty and major territorial disparities.

The decentralisation and deconcentration policies announced since the establishment of the Constitution have only been partially implemented. The 2018-2023 State Modernisation Programme highlights a number of elements that hinder the articulation and coordination of public initiatives, such as: the weakness of the legal framework for local governments, struggles to apply this legal framework due to the weak capacities of the local governments, the lack of coherence in the territorial division of local governments, the insufficient harmonisation of the laws relating to the attributions of local entities, as well as problems of delimitation of responsibility in specific areas between the different local authorities and the central government. The goal of the PME-2023 is to address these challenges in order to improve the effectiveness and efficiency of public interventions, while facilitating the active participation of civil society. It is therefore necessary to support the implementation of the measures envisaged in the PME-2023, including the revision and harmonisation of the legal and regulatory framework.
### Fig. 4 - Organisation and Legally Established Powers of Local Governments in Haiti

<table>
<thead>
<tr>
<th>Decentralised Local Authorities</th>
<th>Legally Defined Organisations</th>
<th>Legally Established Powers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Department</strong>&lt;br&gt;(Const. Articles 76 to 87-5 175-192, 217 &amp; 218)&lt;br&gt;Territory comprising several districts and municipalities</td>
<td>3 member <strong>departmental council</strong>; Indirect elections&lt;br&gt;<strong>Departmental assembly</strong>&lt;br&gt;Indirect elections&lt;br&gt;<strong>Interdepartmental Council</strong>&lt;br&gt;One (1) representative from each departmental assembly</td>
<td><strong>Political and administrative competencies</strong>&lt;br&gt;• Drafting the department’s development plan in collaboration with the central administration</td>
</tr>
<tr>
<td><strong>Municipality</strong>&lt;br&gt;(Const. Articles 66 to 74, 175 &amp; 218)&lt;br&gt;Territory comprising the city, districts and municipal sections</td>
<td><strong>Municipal council</strong>&lt;br&gt;3 members elected by universal suffrage&lt;br&gt;<strong>Municipal assembly</strong>&lt;br&gt;Each ASEC appoints a representative to form the municipal assembly (indirect election)</td>
<td><strong>Political and administrative competencies</strong>:&lt;br&gt;• Improving the living environment by providing basic social services&lt;br&gt;• Ensuring the safety and security of persons and property&lt;br&gt;• Promoting and enforcing human rights&lt;br&gt;• Ensuring good environmental management&lt;br&gt;• Ensuring socio-cultural cohesion through the organisation of socio-cultural and sports activities.</td>
</tr>
<tr>
<td><strong>Municipal section</strong>&lt;br&gt;(Const. Articles 62 to 65; 218 and 249)</td>
<td><strong>Administrative council of the municipal section</strong>&lt;br&gt;(CASEC)&lt;br&gt;3 members elected by universal suffrage&lt;br&gt;<strong>Municipal section assembly</strong>&lt;br&gt;(ASEC)&lt;br&gt;Elected by direct universal suffrage</td>
<td><strong>Political competences</strong>:&lt;br&gt;• Mobilising and motivating the population to defend their rights with municipal and state authorities.&lt;br&gt;• Mobilising the population in the improvement of the living environment&lt;br&gt;• Carrying out small infrastructure works for the municipality</td>
</tr>
</tbody>
</table>

*Source: Table adapted from the background report prepared by Tony Cantave for this project.*
Local development strategies can help improve coordination between various levels of government and promote good multi-level governance. In this regard, one of the main challenges that the Haitian government itself has highlighted is its relative inability to translate national strategic decisions into concrete policies at the territorial level. Two national strategic planning tools have a local relevance in Haiti: the PSDH and the PME-2023. It is essential that the government use these two framework documents to define and consolidate the reforms to be implemented for effective and inclusive decentralisation and deconcentration. Thus, territorial coordination structures must be strengthened and the national deconcentration policy (politique nationale de déconcentration - PND) must be implemented. The aim of the PND is to gradually change centralised working habits, involve decentralised players more in decision-making and bring the administration closer to the citizens. Its implementation would guarantee a better distribution of public services, an improved management of fiscal resources throughout the country, and thus a balanced development of the country.

**MAIN RECOMMENDATIONS**

- Clarify the current legal framework for decentralisation and deconcentration.
- Strengthen the territorial coordination structures and implement the national deconcentration policy (Politique nationale de déconcentration - PND).
- Implement several initiatives to clarify and harmonise the current territorial and administrative division.
- Harmonise the responsibilities of local and regional authorities with their human and financial resources.
- Establish and strengthen strategic planning instruments to improve the effectiveness and efficiency of multi-level governance in Haiti.

*Please refer to the Review for details of the recommendations highlighted in this brochure.*
STRENGTHEN THE GOVERNMENT’S CAPACITY TO STRATEGICALLY MANAGE THE CIVIL SERVICE

The public service plays an essential role in promoting economic growth and welfare. Governments must therefore be able to attract, recruit, develop and retain public servants with the required competences. It is encouraging to see that PME-2023 includes measures that address the challenges for the public service in Haiti, particularly leadership and public service competences. Nevertheless, the Haitian public administration faces many challenges. Prioritisation of targets and effective communication between stakeholders will be essential to ensure good management of the public service.

SUPPORTING HAITI’S SENIOR CIVIL SERVICE TO IMPROVE ITS PERFORMANCE

The PME-2023 affirms the importance of capacity building of the senior public service as a condition for its implementation and success. In the short term, an effective senior civil service would lay a solid foundation for organisational strengthening and coordination among the country’s various administrations. Pilot projects on the design of career management for senior public servants, from appointment to departure from the public service, including competency-based promotion processes, could be implemented in some predetermined jurisdictions. More generally, the professionalisation and accountability of senior public service are important challenges for public management in Haiti.
FIG. 5 - OECD RECOMMENDATION ON LEADERSHIP AND CAPABILITY IN THE PUBLIC SERVICE

1 Values-Driven Culture and Leadership
   1. Defined values
   2. Capable leadership
   3. Inclusive and safe
   4. Proactive and innovative

2 Skilled and Effective Public Servants
   1. Right Skills and Competencies
   2. Attractive employer
   3. Merit-based
   4. Learning culture
   5. Performance-oriented

3 Responsive and Adaptative Employment Systems
   1. System stewardship
   2. Strategic approach
   3. Mobile and adaptative
   4. Appropriate Terms and Conditions
   5. Employee voice

STRENGTHEN THE RECRUITMENT SYSTEM AND IMPROVE CAREER MANAGEMENT IN HAITI

Recruiting, developing and retaining talent is critical for an effective and well-functioning government. Haiti’s efforts to improve the recruitment system are focused on strengthening the use of competitive examinations as a method to enter the civil service. In Haiti, a number of recruitments are still linked to direct appointments, bypassing the selection procedures in place and the supervision of the OMRH. The professionalisation of career management and skills management for senior civil servants, but also for the entire civil service, must be at the core of the reforms. Competency management is a concrete application of the concept of merit, which ensures that each job meets the expectations of potential talent and the needs of the administration. In addition, the issue of equal opportunities and gender equality in the civil service, which is highlighted in the PME-2023, requires an acceleration and deepening of the pilot projects in some ministries. Communication strategies must also reach more diverse audiences, including youth, and reflect the status of the Creole language in Haiti.

CLARIFY INSTITUTIONAL RESPONSIBILITIES FOR HUMAN RESOURCES MANAGEMENT

Central human resource management institutions, such as the OMRH, are generally responsible for recruitment and promotion policies, the implementation of which they delegate to ministries and other administrations. This leads to a more or less decentralised process in which the central human resources institution accompanies, advises and possibly supervises the other institutions. It is essential to ensure that the prerogatives of the OMRH are properly implemented and to establish a framework for strengthening consultation between central institutions and territorial authorities. In Haiti, responsibilities for personnel management could be clarified at two levels: firstly, to enable the human resources directors of the ministries to fully exercise their functions, and secondly, to ensure inter-organisational cooperation between the OMRH, the Ministry of the Interior and Territorial Governments, and the High Council for the Administration of the Civil Service.
MAIN RECOMMENDATIONS*

- Support leaders and put competencies at the heart of the appointment process for senior public servants.
- Raise awareness of the importance of the role of the senior public service in workforce management and forecasting.
- Enable the emergence of proactive and specialist management of the senior public service.
- Strengthen merit in recruitment and career management by introducing competitions with selection criteria open to all.
- Ensure quality jobs for young civil servants, so that Haitian youth are represented as closely as possible in the development of public policies.
- Clarify responsibilities and facilitate cooperation in personnel management.

*Please refer to the Review for details of the recommendations highlighted in this brochure.
PROMOTE A MORE OPEN, TRANSPARENT AND INCLUSIVE GOVERNMENT

The instability of the political, social and economic system in Haiti affects the very possibility of establishing a culture of transparency, accountability, integrity and participation in the country’s public life. Institution building and effective checks and balances are preconditions for open government reform. However, it is still difficult to obtain documents and data on actions, procedures and public services at all levels. It is therefore necessary to promote the strategic use of public communication, to develop consultation initiatives and mechanisms for citizen participation and to provide more opportunities for real collaboration between government and civil society.

ACCELERATE THE IMPLEMENTATION OF OPEN GOVERNMENT MEASURES AROUND THE PRINCIPLES OF TRANSPARENCY, ACCOUNTABILITY AND PARTICIPATION

A stable socio-political framework that fosters a protected civic space creates an environment conducive to the implementation of open government. In Haiti, political and social instability, combined with extreme poverty, vulnerability to natural disasters and high levels of insecurity, sometimes make it difficult to build a culture of transparency, accountability, integrity and participation in the country. For example, it is still difficult to obtain government data and documents on public initiatives, procedures and services at all levels, and citizen consultations remain limited. In this sense, building citizens’ trust is essential for the success of a wide range of public policies. This entails the adoption of measures guaranteeing respect for freedom of expression, assembly association, the right to privacy and protection against discrimination, as well as promoting the development of mechanisms for citizen participation. For this to happen, political support for the principles of open government in Haiti must be accompanied by a clear commitment at the highest level of the State to bring about and anchor a change in the culture of governance in favour of the effective promotion of the principles of transparency, accountability, integrity and participation.
FIG. 6 - CONFIDENCE IN THE NATIONAL GOVERNMENT IN HAITI (2006-2018)

FIG. 7 - DEFINING THE PRINCIPLES OF OPEN GOVERNMENT

TRANSPARENCY

Refers to stakeholder access to data and information - proactively and reactively disclosed - about the actions of public servants and their results, as well as openness in decision making.

ACCOUNTABILITY

A relationship that involves both the duty of public actors to provide transparent information about their actions, activities and performance and their responsibility for it. The concept also refers to the right of citizens and stakeholders to have access to this information, on the one hand, and to have the possibility to question governments and to reward or penalise their performance through electoral, institutional, administrative and social channels, on the other.

INTEGRITY

The conformity of actions with shared values, principles and ethical standards to uphold the public interest, giving it priority over private interests.

STAKEHOLDER PARTICIPATION

All the ways in which stakeholders can be involved in the policy cycle and in the design and delivery of services, from sharing information to planning consultations and enhancing involvement and collaboration at all stages of the decision-making process. A stakeholder is any interested or affected party, e.g. individuals - irrespective of their age, gender, sexual orientation, religious and political affiliations - civil society organisations (CSOs), journalists, trade unions, universities, etc.

The strategic and effective management of public communication is an essential lever for a policy of openness of the administration at all levels of governance. It is both a means of action, transparency and accountability to the public and a contribution to citizens’ participation in public life. The Haitian government has been proactive in the field of public communication, notably by setting up structures dedicated to communication within ministries and administrations at various levels, as well as by developing specific tools, notably digital ones with the creation of websites and social network accounts.

Thus, the strategic use of communication can support the overall public policy targets of government and individual institutions and their initiatives. Efforts in this direction would deepen the dialogue with citizens and make explicit and sustainable the coherent and strategic directions of government as a whole and of specific public agencies in particular, as well as the targets of modernising and opening up government. In addition, increased awareness and integration of the strategic role of public communication is essential to strengthen the transparency, accountability and inclusiveness of the Haitian government.

In order to use the full potential of public communication as a lever to achieve these targets, it would be useful to recognise the transversal role of public communication within the administration and with respect to all stakeholders, in order to promote a clarification of the strategic orientations of public communication and to establish an inventory and valuation of communication functions and their resources.

**MAIN RECOMMENDATIONS***

- Establish an enabling environment for open government reforms by improving understanding of open government principles and ensuring the legal and judicial framework of civil rights and freedom is guaranteed.
- Establish a governance framework conducive to open government reforms that facilitates coordination and collaboration with stakeholders.
- Consolidate participation mechanisms with stakeholders.
- Ensure strategic governance of public communication, taking into account the linguistic and socio-demographic characteristics of Haitian audiences.
- Consolidate functions and skills for strategic and effective public communication.
- Institutionalise the strategic use of public communication to foster dialogue and strengthen citizen participation in public life.

*Please refer to the Review for details of the recommendations highlighted in this brochure.*
EXAMPLES OF OECD PUBLICATIONS ON PUBLIC GOVERNANCE

POLICY FRAMEWORK ON SOUND PUBLIC GOVERNANCE
Baseline Features of Governments that Work Well

OECD PUBLIC GOVERNANCE REVIEWS: PERU
Integrated governance for inclusive growth

OECD PUBLIC GOVERNANCE REVIEWS: PARAGUAY
Pursuing national development through integrated public governance

OECD PUBLIC GOVERNANCE REVIEWS: FRANCE
An international perspective on the general review of public policies

OECD PUBLIC GOVERNANCE REVIEWS: ESTONIA AND FINLAND
Fostering strategic government capabilities and cross-border digital services

OECD PUBLIC GOVERNANCE REVIEWS: SLOVAK REPUBLIC
Developing a sustainable policy framework for public administration reform

GOVERNMENT AT A GLANCE: LATIN AMERICA AND THE CARIBBEAN 2020
This report is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this report are the sole responsibility of the Organisation for Economic Co-operation and Development and do not necessarily reflect the views of USAID or the United States Government.

CONTACT DETAILS:

Sara Fyson
Head of the Public Governance Reviews Unit;
Directorate for Public Governance
sara.fyson@oecd.org