

July 2013

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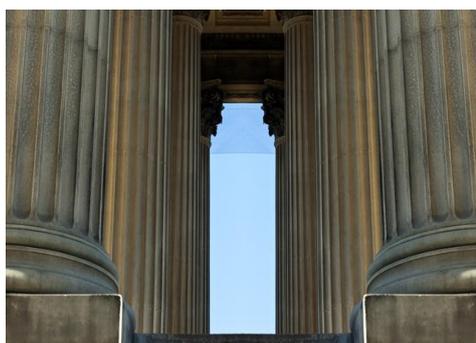
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Government at a Glance Extended Steering Group Meeting – Paris, 19 June 2013



Steering Group members and Delegates from 10 countries discussed the full draft of the **2013 Government at a Glance** report, including five new chapters on strategic governance, public finances and economics, budgeting, open and inclusive government and compensation.

Countries around the table were supportive overall of the choice and presentation of the indicators, including the new indicators on strategic governance which are projected to be of considerable relevance in the next few years.

The 2013 edition will feature improved country factsheets with a stronger focus on visual presentation. Each four page factsheet will begin with a “did you know” section presenting the most interesting facts for each country; followed by a standard set of key indicators comparing a country’s performance to the OECD average.

The flagship OECD publication will be launched by the Secretary-General of the OECD at the November 2013 PGC meeting (12-13 November) and countries are encouraged to express interest in organising side events for disseminating the publication and communicating its key messages.

OECD Forum on Transparency and Integrity in Lobbying – Paris, 27-28 June 2013



Building on the recent discussions of the PGC Symposium and the OECD Ministerial Council Meeting which called for an agenda on trust in government, the OECD Public Sector Integrity Network hosted the **OECD Forum on Transparency and Integrity in Lobbying – “How to win back trust?”** which mobilised the high-level participation of key stakeholders, including governments, parliamentarians, major lobbying associations and civil society (including BIAC and TUAC).

The interactive debate revealed a concern related to fairness in the public decision-making process. There was consensus that fairness can be enhanced through transparency, integrity and openness of the decision-making process, including transparency in lobbying.

The debate also focused on lessons learned from recent experiences to strike a balance between establishing effective measures for transparency and a level playing field without making procedures for registration and reporting too burdensome.

Participants supported a holistic approach and emphasised the close link of lobbying with transparency and integrity policies, in particular conflict of interest and revolving doors as well as political financing. Participants recognised the relevance of the 2010 OECD Principles on Transparency and Integrity in Lobbying, used by countries as a main point of reference over the past three years.

The Forum is continuing the OECD’s groundbreaking work on lobbying with support from new data collected from governments, legislators and lobbyists. The results of the surveys and the debate at the Forum support the development of the upcoming report to the OECD Council on progress made in implementing the 2010 Principles on Transparency and Integrity in Lobbying. The PGC Committee will receive the draft report for its next session in November 2013.

2nd Workshop on Strategic Crisis Management – Geneva, 19-20 June 2013



Organised jointly by the OECD and the Swiss Federal Crisis Management Training (CMT) of the Swiss Federal Chancellery, [the workshop](#) builds multi-disciplinary expertise to support crisis management in fields such as early warning systems and situation analysis. André Simonazzi, (Vice-Chancellor, Swiss Confederation) and Rolf Alter (Director, Public Governance and Territorial Development, OECD) gave introductory remarks focusing on the importance for governments to develop new foresight capacities to help detect signals, as well as prepare for the unknown and so-called "Black Swan" events.

Participants discussed how to better integrate analytical tools and systems into the decision-making process during a crisis and other emergency situations. These increasingly require the harnessing of multi-disciplinary expertise through inter-agency and inter-sectoral co-ordination. The workshop also brought together government crisis managers and practitioners from industry and leading think-tanks to share strategic insights and cutting-edge policy responses, drawing on the expertise of the members of the OECD High Level Risk Forum. It helped identify good practices across OECD countries as well as strengthen collaborative relationships amongst crisis managers. The issues addressed in this second workshop were identified as part of the cross-cutting governance issues that crisis management policies and practices need to consider.

Focus On

Open Government Data

The last G8 leaders' Summit (17-18 June 2013) recognised that government data are a significant resource of the information age for improving public governance by promoting more transparent, accountable, responsive and efficient governments. Moving government data to the public sphere, while increasing the accessibility and ease of use of data for comparing and connecting, can help citizens make better personal choices and improve their understanding of how governments function while also generating new channels for public sector innovation. G8 countries expressed their commitment through signing an Open Data Charter. This is the first time that countries have collectively recognised the importance of open data for improving government transparency and accountability as well as for spurring innovation and economic growth. G8 members will develop action plans to outline how to implement the Charter principles by the end of 2015.

In line with this approach, the **pilot testing of OECD methodology**, undertaken in the context of PGC work on E-government, will help measure the costs and benefits of Open Government Data (OGD) to help countries maximise the impact of national OGD initiatives. For more background reading and information on the methodology, download the new **OECD Working Paper on "Open Government Data: Towards Empirical Analysis of Open Government Data Initiatives"** at <http://oe.cd/OGDpaper>.

The policy relevance of OGD national initiatives will be discussed at the next OECD E-Leaders 2013 meeting: <http://oe.cd/eldrs>.

Expanding the reach of the Observatory of Public Sector Innovation (OPSI)



5 June 2013 - Rolf Alter presented the work and initial findings of the OECD Observatory of Public Sector Innovation to senior EC experts at a High level Roundtable on Public Sector Innovation which was convened by the European Centre for Government Transformation in collaboration with the Directorate-General for Research and Innovation of the European Commission in Brussels. The discussions underscored the potential for mutual learning between the OECD and the European Commission's public sector innovation work. Finalists for the European Prize for Innovation in Public Administration will be included in the OPSI database. This is a first step in co-ordinating public sector innovation work at the international level and diffusing innovative European practices to all OECD countries.

International Regulatory Co-operation



The programme on International Regulatory Co-operation (IRC) assists countries in ensuring greater co-ordination of rules and their application across countries. The progressive emergence of an open, dynamic, globalised economy has created ever-closer inter-linkages among national economies. At the same time, intensification of global non-economic challenges, such as those pertaining to the environment (*ex*, air or water pollution), human health or safety has shown the limit of domestic action to address issues that are cross-border in nature. Pursuing IRC has become essential for governments to ensure the effectiveness of regulatory systems at achieving public policy goals while preventing regulation from becoming an inappropriate impediment to international flows.

These reports are unique attempts to gather in a synthetic manner the knowledge and evidence available to date on the various mechanisms used by governments to promote regulatory co-operation. Four volumes on international regulatory co-operation are now available at the [OECD bookshop](#) and on [iLibrary](#):

- *International Regulatory Co-operation: Addressing Global Challenges*
- *International Regulatory Co-operation: Case Studies, Vol. 1: Chemicals, Consumer Products, Tax and Competition*
- *International Regulatory Co-operation: Case Studies, Vol. 2: Canada-US Co-operation, EU Energy Regulation, Risk Assessment and Banking Supervision*
- *International Regulatory Co-operation: Case Studies, Vol. 3: Transnational Private Regulation and Water Management*

Public Participation and Civic Engagement in Russia

The first seminar on citizen engagement took place in Moscow on 25 June 2013, jointly organised by the OECD and Russian authorities (Ministry of Economic Development of Russia, the Public Chamber of Russia and the Presidential Council on Civil Society and Human Rights of Russia). The seminar brought together experts from OECD member countries (Austria, Netherlands, United States) with representatives of Russia's civil society, business associates, local politicians and government officials. Strengthening relations with citizens is a sound investment for better policy-making and a core-element of good governance, helping to build public trust in government. It also allows government to tap into new sources of policy-relevant ideas, information and resources.

This seminar highlighted the importance of building a responsible and active civil society in Russia. Some of the key elements of discussion included: examples of good practices in the field of citizen engagement and public monitoring of activities of the executive; participation of civil society organisations and professional associations in monitoring of the government activities; development of a legal framework for citizen engagement; interaction of civil society, media and government control agencies in exercising public monitoring. The seminar also provided an opportunity to discuss a draft law on Public Participation and Monitoring developed jointly by the Public Chamber and the Presidential Council on Civil Society and Human Rights of Russia, which will provide a legal basis for citizen engagement, to be introduced to the Russian Duma by the end of the year.

This is the first in a series of joint Russia – OECD roundtable seminars on public governance taking place over 2013-14.

Publications

The Public Governance Review of Poland

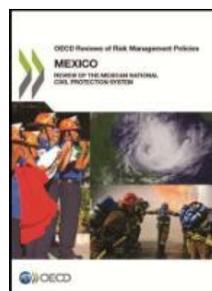


Published in partnership with the Ministry of Regional Development, discussions are currently under way to finalise a strategy for implementation, which will be launched under a Poland-OECD partnership in the second half of 2013. In the spirit of the recommendations contained Review, the Chancellery of the Prime Minister and the Ministry of Administration and Digitalisation will be closely engaged in leading the

implementation of the recommendations. The implementation phase will be conducted in the context of the implementation of Poland's medium-term integrated national development strategies, notably the Efficient State Strategy, which addresses governance-reform issues, some of which were covered in the review.

[Read this publication](#)

Review of the Mexican National Civil Protection System



This review of Mexico's civil protection system looks at the co-ordination of multiple actors across the central government, public and private industries, and state and local governments for the effective management of hurricanes, earthquakes and floods.

[Press release](#)

[Read this publication](#)

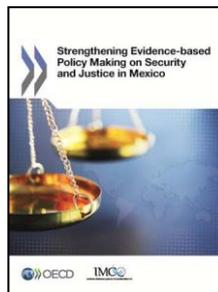
OECD Integrity Review of Tunisia



This report assesses the integrity framework of the public sector in Tunisia to shed light on the measures that should be put in place. This assessment is based on the 1998 OECD Recommendation on Improving Ethical Conduct in the Public Service and the 2008 OECD Recommendation on Enhancing Integrity in Public Procurement, and includes Middle Eastern and North African countries case studies on the implementation of policies promoting integrity.

[Read this publication](#)

Strengthening Evidence-based Policy Making on Security and Justice in Mexico



Security and justice are core responsibilities of the State, and the foundations of good governance and healthy democracies. Moreover, they are precursors to economic growth and competitiveness. Generating and utilising evidence on security and justice therefore is key to strengthening justice sector performance and reducing crime. This study offers a framework to treat security and justice as a central concern of public policy.

[Read this publication](#)

Upcoming Events

Committee meetings:

- 9th Meeting of the Regulatory Policy Committee, Paris, 12-13 November 2013
- 48th Session of the Public Governance Committee, Paris, 12-13 November 2013

Centres of Government:

- 32nd Meeting of Senior Officials from Centres of Government “Recovering Public Trust in Challenging Times Through a Strategic State”, 23-25 October 2013

E-government:

- [OECD E-Leaders 2013: ICT Governance to Deliver Public Value, Bern, Switzerland, 29-30 October 2013](#)

The OECD and the Swiss Federal IT Steering Unit (FITSU) will invite government technology leaders and stakeholders to advance the global policy agenda on ICT governance for regaining trust and delivering greater public value. Swiss Federal Chancellor Corina Casanova will open the meeting. The agenda and further information are available on the meeting [website](#).

Budgeting and public expenditures:

- SBO Network on Performance & Results – Berlin, 7-8 November 2013

Government at a Glance:

- Launch of the 2013 edition of Government at a Glance, Paris, 12-13 November 2013

Observatory of Public Sector Innovation:

- 4th meeting of the OPSI Task Force – Paris, 26-27 November 2013

Risk Management:

- OECD High Level Risk Forum – Paris, 11-13 December 2013

Public Sector Integrity:

- Public Sector Integrity Network meeting, Paris, mid-October 2013
- G20 Anti-Corruption Working Group, Paris, mid-October 2013
- Leading Practitioners on Procurement – Paris, 7-8 November 2013

Regional Development:

- [5th OECD Roundtable for Mayors and Ministers](#), Marseille, France, 4-5 December 2013
- [3rd Ministerial Meeting of the Territorial Development Policy Committee](#), Marseille, France, 5-6 December 2013

MENA:

- Annual Meetings of the Working Groups on “Open and Innovative Government” and “Regulatory Policy” of the MENA-OECD Governance Programme, Caserta, Italy, 10-11 October 2013
- International Conference: “The Role of Open Government in Promoting Trust”, Ramallah, 24 October 2013
- International Conference for the launching of the “OECD Report on Gender, Law and Public Policy, Trends in the Middle East and North African Region”, Cairo, Egypt, October 2013
- Annual Meeting of the MENA Senior Budget Officials Network, Abu Dhabi, UAE, October 2013

Joint Russia-OECD Governance Roundtables:

- Series of roundtables on governance in Russia (public private partnerships, administrative justice, public sector integrity), Fall 2013

MENA Activities



High level Conference – Promoting transparency and integrity in public governance in Tunisia – Tunis, 19-21 June

The three-day high level conference presented the outputs of two projects conducted in partnership with the Tunisian Ministry of Governance and the Fight against Corruption and the Ministry of Finance. The discussions involved Tunisian stakeholders and experts from Argentina, Brazil, Turkey, Estonia, Palestine and Belgium. They addressed the issues of *budget transparency and performance*, *drafting a code of conduct for public officials*, *reforming the asset declaration system* and *the public audit system*. The first code of conduct for Tunisian public officials was also launched during the event. The meeting was closed by OECD deputy Secretary-

General, Mr. Richard Boucher, who also launched Tunisia's Integrity Scan, together with the German and Spanish Ambassadors to the OECD as well as the Tunisian Prime Minister, Minister of Finance, and Minister of Governance and Fight against Corruption.

MENA-OECD Open Government Project - The **MENA-OECD Open Government Project** is being implemented in all four beneficiary countries: Tunisia, Morocco, Jordan and Libya. The project intends to assist MENA countries in reviewing institutions, policies and practices supporting the implementation of Open Government principles as well as co-ordination mechanisms across levels of government and with national civil society. In addition to supporting the on-going reform process, the project assists MENA countries to join the **Open Government Partnership (OGP)**, of which the OECD is now an official Multilateral Partner Institution.

In this context, in April 2013, an OECD peer review mission was conducted in Tunisia to meet all relevant public institutions, the business community, and civil society. Based on the findings, with the support of experts from Spain and Switzerland, an **Open Government Assessment of Tunisia** is being drafted and will provide actionable recommendations to channel the country's multiple efforts to implement open government reforms and join the OGP. Similarly, a peer review mission took place in Morocco in June 2013. With experts from Belgium, Canada, and Brazil - a co-founder of the OGP - and Spain, the **Open Government Assessment of Morocco** is also being drafted. The cooperation with **Libya** was also launched in June with an exploratory mission to Tripoli aimed to build a network of national open government champions and conduct a first fact-finding mission to assess Libya's current policies and practices in the areas of open government. Finally, a successful seminar, with a focus on delivery of open government commitments, was conducted in Paris for a delegation from **Jordan** in June 2013. Representatives from the different institutions and civil society benefited from OECD expertise and engaged in a policy dialogue on how to successfully implement policies in the different areas.

MENA-OECD Initiative to Support the Palestinian Authority (MIP) – Operating since 2010, the MIP supports the Palestinian Authority to 1) increase its capacity to **fight corruption** in the public sector by elaborating a code of conduct for the civil service; 2) **strengthen the rule of law** by improving law drafting techniques, and ensuring democratic consultation in regulatory processes; and 3) **improve public services** through the strategic use of **e-government**. A set of capacity building activities were implemented from 17 to 19 June 2013 in Ramallah with the Ministry of Justice, Ministry of Telecommunication and Information Technology, and the General Personnel Council to provide technical assistance and build capacities of senior Palestinian officials in implementing their new Code of Conduct, improve the use of citizens' consultation in regulatory policies and design and implement the new Palestinian Electronic One Stop Shop. The meeting was also an occasion to agree on the dates of the international conference and OECD preliminary assessment of the Palestinian policies and practices in the areas of Open Government that will take place in Ramallah in October 2013.

Technical Consultation on the Report Gender, Law and Public Policy: Trends in the Middle East and North Africa - On the 22– 23 May 2013, the MENA-OECD Governance Programme's **Gender Focus Group** convened government representatives from MENA countries that participated in the 2011 OECD Survey on National Gender Frameworks, Gender Public Policies and Leadership to conduct a *technical consultation* that served the purpose of validating study findings, discussing relevant technical issues, co-ordinating feedback and contextualizing recommendations. The study included country-specific data collection from **Morocco, Tunisia, Egypt, Yemen, Bahrain, Kuwait, Lebanon, Jordan** and the **Palestinian Authority**. The findings of the technical consultation are part of the **Report on Gender, Law and Public Policy: Trends in the Middle East and North Africa** prepared in partnership with the Centre for Arab Women Training and Research (CAWTAR) with the support of the Arab Administrative Development Organisation (ARADO). The report identifies key achievements as well as challenges ahead for designing, sequencing, implementing, and monitoring gender initiatives and reforms in the region.

Recent activities of the Senior Budget Officials (SBO)

The **34th Annual Meeting of the Senior Budget Officials (SBO)** was held in Paris on 3-4 June. The OECD Secretariat presented the draft results of the OECD Survey on Budget Practices and Procedures 2012-2013, with insights into how national practices are adapting in response to the economic crisis. The meeting also included focused discussions on topics such as the evolving role of Spending Reviews across OECD countries, the challenges of implementing Performance Budgeting successfully, and the need for vigilance on Contingent Liabilities and other fiscal risks. In response to the priorities signalled at the OECD Ministerial Council Meeting held the previous week, the SBO has agreed to work on reviewing and developing the principles that should inform good budgetary practice, building upon previous work including the OECD Best Practices for Budget Transparency.

The OECD and the Inter-American Development Bank (IADB) organised the **second Latin-American and Caribbean Senior Budget Officials (LAC-SBO) meeting**, held in the Dominican Republic on 15-16 April. Attendance from LAC countries was high, with 19 budget directors present, as well as representatives from the Korean Institute of Public Finance (KIPF), the Spanish Institute for Fiscal Studies (IEF) and other bodies. The **key challenges for the region include**: (i) Low tax pressure, coupled with a high volatility of public revenues, tends to constrain public spending and in particular public investment. LAC countries are therefore seeking ways to bolster public revenues and stabilise public expenditure. Improving the quality of public spending, and the potential role of fiscal rules, were discussed; (ii) Increasing budget flexibility is a key priority for many LAC countries, given the high shares of public revenues that are pre-allocated to specific items. This tends to reduce the room for manoeuvre of governments in designing their budgets; (iii) Lack of co-ordination between medium-term *planning* and annual *budgeting* in LAC countries. A specific workshop was held to consider a range of practical responses to this challenge.



The **9th annual meeting of the OECD-Central, Eastern and South Eastern European (CESEE) SBO** was held in Riga, Latvia on 27-28 June, in liaison with the Budget Community of Practice of the PEMPAL network for Eastern Europe and Central Asia. 17 budget directors from the region were present together with representatives from five OECD member countries outside the region, as well as the World Bank, the IMF, the European Commission and GIZ. (Germany's agency for international development). The **main issues discussed included**: (i) The new EU fiscal governance requirements on fiscal rules, independent fiscal institutions and fiscal surveillance are challenging and require demanding institutional reforms in the EU member countries of the region and beyond; (ii) The Budget Review of

Albania provided for an in-depth study of the country's budgetary procedures and practices. This budget review was the 14th review in this region; (iii) Budget Transparency is of primary importance for the good governance agenda and for strengthening trust in government, as the budget document is one of the main government documents where policies are consolidated and implemented in concrete terms. The network shared their views on how the 2002 OECD Best Practices on Budget Transparency might be updated; (iv) Core Public Financial Management issues such as medium-term frameworks, performance budgeting, accrual accounting and the role of modern IT systems, were discussed in practically-focused breakout sessions; (v) A separate workshop discussed preliminary responses to the OECD Budget Survey that is extended to countries in the region in cooperation with the PEMPAL network.



Healthy PPP frameworks should be a part of the national investment toolkit: the **6th Annual Network Meeting of Senior PPP officials** took place in Paris in 15-16 April, attended by 80 senior officials from 24 countries, international organisations, banks and rating agencies. Prudent PPPs are more needed than ever before, but challenges remain with regard to public sector capacity, institutional and regulatory architecture and developing appropriate financing mechanisms. The meeting endorsed a leveraging of the 2012 *OECD Principles on Public Governance of PPPs* for assessing national PPP and capital budgeting programmes. In light of the OECD Network's international prominence, the G8 Deauville Partnership has asked it to assist Tunisia in developing its governance framework

for PPPs. The Secretariat is also working with Russia and Indonesia on developing their national PPP frameworks.

The **SBO-Health Joint Network on the Fiscal Sustainability of Health Systems** held its second meeting on March 25-26, at the OECD Headquarters. Attendance was very strong and high level: 113 officials representing 33 countries attended the meeting, with many countries represented by both the Ministry of Finance and the Ministry of Health. **The meeting concluded that**: (i) Technology, relative prices and exogenous factors (such as institutions and policies) are the main drivers of health care spending. In contrast, demography (ageing) only plays a minor role in the projected increase of public health expenditure; (ii) Short-term budget cuts may have long-term costs. Policies chosen by countries in response to the crisis will provide temporary savings but come at the cost of long-term deteriorations in health service quality that will be hard to un-wind should fiscal capacities improve; (iii) Revenues for health may be a challenge as population ages, meaning countries need to find alternative revenue sources, especially countries which highly rely on wage-based contributions as their predominant financing source.

The Joint Network is preparing a publication for the autumn of 2014, to identify best practices and policy recommendations on how to improve the fiscal sustainability of health systems.

Public Governance Reviews



The OECD conducted a **Public Governance Review of Colombia**, analysing the strengths and weaknesses of the Colombian public administration. The Review addresses centre-of-government co-ordination, evidence-based decision-making, multi-level governance and thematic issues related to whole-of-government strategic human resource management, e-government, and public procurement. Following the approval of the main findings of the Review by the Public Governance Committee at its April 2013 session, the full report will be published during the summer of 2013. On May 30, 2013, the OECD Council invited Colombia to begin accession talks to join the Organisation. This Review will be useful in that context.

As part of the ongoing **OECD peer review of the Office of the Comptroller General of the Republic of Chile**, the OECD is hosting a workshop in Santiago, Chile (8-9 July) to discuss the role of supreme audit institutions in supporting strategic agility within government. The workshop will be attended by senior officials of the supreme audit institutions of Brazil, Chile, Colombia, Italy, Mexico, Korea, Peru, South Africa – as well as the European Court of Auditors.

The **Review of social welfare programmes in Greece** will be published in July 2013. The review follows on the review of the Greek central administration, published at the end of 2012. This follow up review was co-ordinated with the Greek Ministry of Labour, Social Security and Welfare, and identifies a roadmap for reforming the Greek social welfare system. Early drafts of the review provided significant inputs into the discussions between Greece and the Troika. The diagnostic and strategic directions proposed in the review are already being used to provide the baseline for the design and implementation of reforms.

The **OECD-Hungary Strategic Partnership for Public Administration Reform** supports reforms to put in place some of the key building blocks of a strategic state. Through an innovative action-oriented approach that builds on extensive peer participation, the Partnership includes a preliminary diagnostic of public administration reform, a series of workshops aimed at identifying implementation bottlenecks and emerging good practices, and a review of selected public governance issues. Following several workshops in 2012, interactive workshops on one stop shops and on communication in support of anti-corruption and integrity efforts were conducted in 2013. The project will conclude with a review of administrative simplification and the role of the territorial administration in supporting simplification and a brief overview assessment of the anti-corruption effort, to be conducted in 2013.

The **OECD-Slovakia Strategic Partnership for Public Administration Reform** was launched in 2013 to advise and assist the Government of Slovakia in the development and implementation of public administration reform. To be completed by the end of 2013, this Partnership leverages the OECD knowledge and expertise in public administration reform to facilitate the implementation of EU Structural and Cohesion Funds. The Partnership includes the preparation of an initial strategic diagnostic of reform challenges and interactive workshops on the development of performance indicators for an HRM strategy and the implementation of one-stop shops, to help Slovakia meet the ex-ante conditions for European Social Fund assistance. These activities are expected to be the first phase of long-term support for developing and implementing a comprehensive public administration reform that could assist Slovakia through 2014 and beyond.

PGC Web Portal



PGC Delegates have access to a [dedicated web portal](#) where they can access documents and presentations from the last session of the Public Governance Committee, the PGC Delegate Handbook and other Committee material.

If you are a first-time user or have forgotten how to access the portal [click here](#).

For information on related activities:

- [Regulatory Policy](#)
- [Regional Development](#)
- [Budgeting and public expenditures](#)
- [SIGMA Initiative](#)

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