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Highlights

Launch of *Government at a Glance 2013*



Measuring government performance plays an important role in increasing the effectiveness and efficiency of the public administration. This third edition of *Government at a Glance* looks at trust in government and provides readers with key indicators covering: strategic governance; public finance and economics; budgeting practices and procedures; public sector employment and compensation; women in government; public procurement; open and inclusive government; and the accessibility and quality of public services. Individual *country fact sheets* cover a selection of 22 indicators from the publication. A *Government at a Glance* online statistical database will be developed and updated on an annual basis.

A first edition of *Government at a Glance in selected Latin American and Caribbean countries* is slated for release in 2014 in collaboration with the Inter-American Development Bank.

Trust: a key issue for Centres of Government

32nd Meeting of Senior Officials from Centres of Government (CoG), Santiago, Chile, 23-25 October 2013



The *meeting* brought together cabinet secretaries, heads of the prime minister's office and their equivalents from 30 countries, including several Latin America states and the European Commission, to discuss the challenges facing the Centre today. Opening remarks by the President of Chile, Sebastián Piñera, and OECD Secretary-General Angel Gurría underlined that the role of the Centre is now more crucial than ever in today's difficult economic and social environment. Participants looked at perspectives and good practices on how the Centre of Government can play its role more effectively and how and where it needs to be strengthened. Discussions centred on three main topics: Strategic management of the state in challenging times; Building trust and confidence in government; and Building better centres of government.

Regions and Cities: Where Policies and People Meet

Ministerial Meeting of the Territorial Development Policy Committee - Marseille, 5-6 December 2013



The *Ministerial meeting* held in Marseille, was a resounding success under the leadership of French Minister Lebranchu, Minister of Reform of the State and Decentralisation, and the Civil Service; the Secretary-General; and Vice-Chairs from Japan and Mexico. This meeting, and the immediately preceding *5th OECD Roundtable on Mayors and Ministers*, contributed to rich and forward looking policy debates around how cities and regions can contribute to our national goals for inclusive and sustainable growth as well as help to restore trust in government.

Focus On

Women in Policymaking

OECD Global Forum on Public Governance – Paris, 2-4 April 2014



The 2014 Global Forum will focus on **“Women’s Leadership in Public Life: Fostering Diversity for Inclusive Growth”**. It will bring together leading actors from government, parliaments, justice institutions, civil society and business worldwide, to explore concrete actions for closing gender gaps in public life, strengthening women’s voices and increasing the inclusiveness of policy making and programme delivery. Achieving inclusive growth helps mobilise the full potential of both men and women as economic and public actors, calling for gender diversity in leadership positions and tools that can help lead to better informed, more balanced decisions and policies.

The Forum will also mark the launch of the OECD report on *Women in Government and Public Policies: Closing Gender Divides*, which will provide comparative data and policy benchmarks on women’s access to public leadership and inclusive and gender-responsive policy-making across OECD countries.

Innovation gurus discuss public sector innovation



The OECD has invited a small informal group of experts on public sector innovation from academia, research organisations, and innovation bodies to provide advice and methodological insights in the development of the **Observatory of Public Sector Innovation (OPSI)** and its platform which is expected to be launched during an international conference in the course of 2014. Geoff Mulgan (NESTA), Jocelyne Bourgon (former head of Canadian civil service), Sandford Borins (University of Toronto), Patrick Dunleavy (LSE), Jorrit de Jong (Harvard University) and Viktor Bekkers (Erasmus University) met on 4 November to discuss **knowledge gaps in public sector innovation and how the OPSI can contribute** to increasing and disseminating knowledge in this area.

Given that evidence in this area is highly fragmented, the group advised to go beyond existing ‘craft’ knowledge (i.e. context-specific skills and experience) to develop and test hypotheses which can contribute towards a deeper explanation of what drives public sector innovation in one place and not in another, where and how it creates value, and how this can be measured and understood. In a separate seminar organised with the delegation of the United Kingdom to the OECD, Geoff Mulgan underscored the importance of the governance of innovation and how structures, processes and organisational culture interact and shape the innovation process: innovating in the public sector often involves the ability to identify what does not work and thereby to “make space” for something new, which remains a big challenge for the public sector.

Supporting Public Governance Initiatives in Greece

The OECD is engaged in a series of projects and public governance initiatives to support Greece in weathering the global economic crisis. This includes a joint project with the Greek Government (Ministry of Administrative Reform and eGovernment) on **measuring and reducing administrative burdens in 13 selected sectors of the Greek economy**. The project should help to identify shortcomings and unnecessary administrative burdens for businesses in Greece, using the internationally recognised Standard Cost Model approach; and help Greece to fulfil its commitment to reduce administrative burdens by 25%. Regulatory reform and cutting red tape offer critical policy opportunities for Greece to stimulate recovery from the current crisis, particularly when other policy alternatives are limited by fiscal constraints. Concrete suggestions for administrative simplification and identification of required changes to selected laws and regulations will be submitted to the Greek government in early 2014.

Other activities include an **OECD Review of social welfare programmes in Greece** presented in Athens in September 2013. The review identifies a roadmap for reforming the Greek social welfare system, and has provided important input into the discussions between Greece and the Troika. Diagnostic and strategic directions proposed in the review are being used to help in the design and implementation of reforms. This review was preceded by the **2012 study of Greece’s central administration**, which presents a unique analysis of the organisation and operation of the public administration, and makes wide-ranging recommendations for strengthening Greek public governance.

Public Governance Review of Spain

The OECD Public Governance Review of Spain was launched in 2013. The goal of the project is to assess the reforms of the public administration developed by the *Spanish Commission to reform the public administrations* (CORA). It's expected that the review will support reform efforts and provide hands-on guidance to balance short term gains with long term objectives. The review is looking at reforms in key areas such as strategic management and co-ordination, multi-level governance, transparency, better regulation, human resources management, and e-government, in the context of the experience of other OECD countries. A seminar organised during the second half of 2013 in Madrid, with the participation of the Secretary-General of the OECD and the Vice President of Spain, Mrs. Soraya Sáenz de Santamaría; and another in Paris, looked at CORA reforms with Spanish government officials, their implications for implementation, and good practices in OECD countries. The review will be finalised in Spring 2014.

OECD shares governance expertise with Russia

In the context of the accession process of the Russian Federation to the OECD, a series of roundtables took place in Moscow in October and November 2013 to share best practices from OECD member countries that could assist the Russian Federation on various priority areas in public governance. Roundtables focused on the development of a **sound regulatory and institutional framework for public-private partnerships** in Russia (17 October); **administrative justice reform including mechanisms of administrative appeals and decisions of public administration** to guarantee effective protection of citizen rights (25 October); and **implementing a code of conduct and on whistleblowing** to support Russia's efforts in improving the quality of its public institutions and developing sound whistleblower protection in the public service (20 November).

Recent Events

Resilience and governance of critical risks

3rd OECD High Level Risk Forum, Paris, 12-13 December 2013



Over 120 participants from over 30 countries took part in the **3rd High Level Risk Forum**. Taking centre stage at the Forum was its endorsement of draft **OECD Principles on Governance of Critical Risks**. At the heart of these Principles is the notion that future resilience against large-scale shocks in OECD countries requires a whole of society approach that accepts uncertainties and fosters a vision of living with risks, rather than seeking to eliminate them. The Principles will be finalised integrating participants' feedback to contribute to the OECD Ministerial Council Meeting (MCM) discussions in 2014. Forum Participants also agreed to the recommendations of the peer **review of flood risk management of the river Seine in the Ile de France region**. Several analytical reports were presented, which further contribute evidence of good practice as the foundation for the draft Principles. The report, **A Boost to Resilience through Innovative Risk Governance**, will also provide substantive inputs to the 2014 MCM. It emphasises the importance of creating effective institutions to facilitate investments in resilience against large

scale shocks. This is achieved by involving local communities, strengthening business and service continuity planning, and especially through building systems' redundancies and evaluating response measures.

Addressing Risks of Influence in Public Decision Making

Policy Forum - Paris, 14-15 November 2013



As part of the OECD Trust Agenda, the Public Sector Integrity Network hosted a Policy Forum on **"Restoring Trust in Government: Addressing Risks of Influence in Public Decision Making"**, continuing the discussion launched in June 2013 on transparency and integrity in lobbying. The Forum offered a new perspective in the policy debate on the fairness of policy making, by focusing on the very real risks of money and influence in the policymaking process, and participants called on the OECD to provide evidence based policy inputs safeguarding the integrity and fairness of this process. Attendees included representatives and experts from the legislative and executive branches, the private sector, trade unions, civil society, media and other international organisations, including the OAS, OSCE and the Council of Europe/GRECO.

OECD countries jointly develop guidance for digital government E-Leaders 2013 - Bern, 29-30 October 2013



At the **11th E-Leaders meeting in Bern**, government CIOs and senior representatives agreed on draft *OECD Principles for Digital Government Strategies: Bringing Governments Closer to Citizens and Businesses*. These Principles offer guidance on how to make the most of digital opportunities to create public value and will support national E-Leaders in mobilising support for ambitious digital strategies that promote inclusive and innovative public services and policies. Input from OECD and partner countries, as well as private sector, academia and civil society representatives went into the creation of the Principles which centre around the idea that e-government should not just be about ICT for efficiency savings alone, but must focus on creating public value and public trust by engaging citizens and business.

Public Procurement and the Strategic State

Leading Practitioners in Public Procurement – Paris, 7-8 November 2013



The second meeting of **Leading Practitioners in Public Procurement (Paris, 7-8 November 2013)** emphasised the link between procurement and the wider framework of good governance, in particular with the Strategic State and the OECD initiative on New Approaches to Economic Challenges. Participants also recognised the importance of procurement in building trust among citizens. Over 80 attendees from OECD, new accession, key partner countries and international organisations (UNEP, the World Bank, EBRD, IADB) supported the development of procurement performance indicators, reviewed green public procurement case studies as well as options for increasing the effectiveness of public-private co-operation in procurement and professionalisation of the procurement workforce. Prominent private sector actors including the Secretary General of BIAC and senior representatives from FIDIC, CICA, MEDEF and General Electric also shared their experiences.

New Ways of Communicating Budgetary Information to Citizens

9th Annual Senior Budget Officials (SBO) Network meeting on Performance & Results - Berlin, 7-8 November 2013



The **SBO Network** discussed new ways of communicating budgetary information to citizens, and using modern technologies to foster greater public engagement in budgetary choices. It also debated how evaluation processes can best impact the policy-making process – whether in budgeting, regulation or other contexts – and assessed the role of standardised national and international outcome indicators in promoting accountability. In a series of breakout sessions, the delegates reflected upon the future direction of performance budgeting, noting an emerging consensus towards “performance-informed” approaches which aim to supply parliamentarians, and stakeholders more generally, with concise and well-selected indicators of what is being achieved with public funds.

Trust in Government: The Role of Supreme Audit Institutions

Launch of the Public Integrity Review of Chile’s Supreme Audit Institution – Santiago de Chile, 10 December 2013

Supreme Audit Institutions (SAIs) are responsible for auditing and assessing the regularity, legality, and performance of public expenditure, making them a key component of an effective system of good governance. Recognising that they can play an important role in restoring trust in government, the **Public Integrity Review of Chile’s Supreme Audit Institution: Leveraging strategic agility and public trust in government** provides guidance on how to further leverage the potential of SAIs in general, and Chile’s SAI - Comptroller General of the Republic of Chile (CGR) - in particular, to strengthen support to good governance through their work. Launched in Santiago de Chile on 10 December on the occasion of the 23rd Ordinary General Assembly of The Organization of Latin American and Caribbean Supreme Audit Institutions (OLACEFS), the review was undertaken in close collaboration with the CGR and with the support of other Chilean institutions and 12 peer SAIs.

Regulatory Policy

Law evaluation and better regulation: The role for parliaments

French Senate, Paris, 5 December 2013



Co-organised by the OECD and the French Senate (Scrutiny Committee on Law Implementation), and building on French, European and international experience, **the conference** provided a novel opportunity to discuss the role of parliaments to promote better regulation and the tools at their disposal to do so. The meeting was also an opportunity to dialogue with French senators (led by David Assouline, President of the Senatorial Commission for the Control of the Application of Laws - *pictured*) and the French centre of government (including Serge Lasvignes, Secretary-General of the Government of France). Various examples of specialised scrutiny units from Sweden, the UK and the EU were discussed.

First Meeting of the Network of Economic Regulators

Paris, 14 November 2013

On 20 September 2013, the Executive Committee of the OECD formally approved the creation of **the Network of Economic Regulators (NER)** as an official subsidiary body of the Regulatory Policy Committee. The inaugural meeting of the NER on 14 November in Paris was attended by over 70 delegates from 31 OECD member and non-member countries (including Albania, Colombia, Malaysia, South Africa, Russia, United Arab Emirates and Viet Nam). The debate and discussions were rich and relevant during a time when regulators are coming under increasing public and political pressure to maintain trust in the regulatory system.

Regional Activities

Southeast Asia Regulatory policy and governance



The OECD launched a **12-month Good Regulatory Practice project with the government of Malaysia** to support the implementation of the country's National Policy on the Development and Implementation of Regulations. The OECD's engagement with Southeast Asia governments on regulatory policy and governance has intensified since the **Resolution on Enlargement and Enhanced Engagement**, adopted by the OECD Council Meeting at Ministerial Level in 2007. This includes co-operation with APEC (Asia-Pacific Economic Cooperation) since 2000 that has given rise to a **Joint APEC-OECD Integrated Checklist on Regulatory Reform** (addressing regulatory, competition and market openness policies). The

OECD has also supported a number of Southeast Asian countries in the design and implementation of their regulatory reform agendas, including evaluating **Viet Nam's programme on administrative simplification**; and conducting a **Review of Regulatory Reform of Indonesia** to strengthen systems for the co-ordination of regulatory management practices and to establish clear policy frameworks and institutional responsibilities for regulatory policy and governance. Discussions are ongoing with Southeast Asian countries, as well as APEC and ASEAN, regarding possible priority areas related to regulatory policy and governance supporting the announced **OECD Southeast Asia Regional Programme**.

MENA Activities



The Steering Group Meeting of the MENA-OECD Initiative (Rabat, 3 December 2013) discussed how to scale up regional and national actions to strengthen confidence in institutions and enhance growth in the MENA region. More than 100 participants from the MENA region, OECD countries, international organisations and civil society took stock of the achievements of the Initiative and defined priority areas for future work. Calls were made to develop new projects on youth; accountability and transparency of institutions; and efficient implementation of policies to progress towards more effective, transparent, and accountable institutions. They also encouraged national projects, including peer

reviews, and utilising the full potential of the **Deauville Partnership Transition Fund**. The **Informal Reflection Group's** proposals to reinforce the links between the Working Groups and other bodies such as Parliaments; to develop approaches to youth and local governance and tools to evaluate reform progress and measure performance of governments; and to produce regular regional progress reports and development indicators were also welcomed.



The MENA-OECD Open Government Project supports Jordan, Libya, Morocco and Tunisia to design and implement open government policies in consultation with their citizens and to join the Open Government Partnership (OGP). The second half of 2013 saw intensified engagement with countries to put in place concrete reforms. Following peer review missions in **Tunisia** and **Morocco**, preliminary findings about the challenges and opportunities of open government in both countries were drafted and discussed with the countries to advance on priority reforms needed to become eligible to join the OGP. The OECD efforts for 2013 culminated in a side event dedicated to the MENA region during the **Annual**

OGP Summit in London (31 October – 1 November 2013) where MENA country Ministers, OGP peers and civil society engaged in a policy dialogue to set priorities for advancing open government for better socio-economic development.

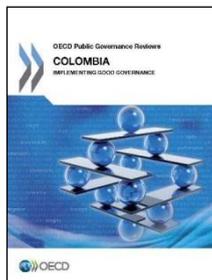
The **6th annual meeting of Middle East and North Africa Senior Budget Officials (MENA-SBO)** (Doha 25-26 November 2013) discussed a comprehensive range of budgetary reform initiatives underway in the region. Some of the specific aspects of budgetary reform – such as how best to design a medium-term expenditure framework, and how to use the tools of performance budgeting and spending reviews for improved expenditure prioritisation – were the subject of focused debate. Delegates highlighted that budget-related reforms are rarely made unilaterally by Ministries of Finance; typically they require co-ordination with, and support of, centre of government, line ministries and other key stakeholders such as parliament or the supreme audit institution. Equally they stressed the need to develop the capacity of public officials as a critical part of any reform process. Performance information, energy subsidies and the OECD's draft Principles on Budgetary Governance rounded out the discussions. The next meeting will be hosted by Abu Dhabi in 2014.

In its first year of operation, the **MENA-OECD Network on Public Procurement**, quickly gained recognition as an important forum for knowledge exchange, learning and dialogue. Established in September 2012 in Caserta, Italy as part of the implementation of the **Deauville Partnership Open Governance and Anti-corruption Action Plan**, the Network has contributed to capacity-building in the MENA region through training activities held at the Training Centre in Caserta. It has also facilitated multilateral exchange between countries, including through a policy dialogue of the co-chairs of the Network (Morocco and Tunisia) and central procurement agencies from Chile, China, Indonesia, Italy, Korea and the US (Seoul, 26-27 September). The Network has also launched the process to collect data on the procurement systems of the six MENA Deauville Partnership countries (Egypt, Jordan, Libya, Morocco, Tunisia and Yemen) to identify areas of interest.

The **MENA-OECD Initiative to Support the Palestinian Authority (MIP)** is assisting with the implementation of the Code of Conduct, regulatory policy principles and e-government strategy to build institutional capacities for good governance. To this end, a series of train-the-trainer seminars were organised in June and October, in addition to a strategic assessment to evaluate open government reforms in the Palestinian Authority. An international conference was held (Ramallah, 24 October) to disseminate and discuss the results of the MIP, under the auspices of Prime Minister Rami Hamdallah and OECD Deputy Secretary-General William Danvers and with the participation of OECD peers from Denmark, Morocco, Portugal, Spain and Turkey. The conference offered a unique opportunity to exchange good governance practices.

Featured Publications

Colombia: Implementing Good Governance



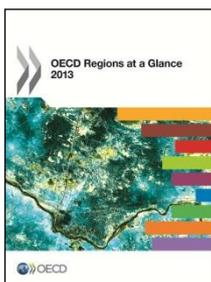
The Review covers the themes of centre-of-government co-ordination, evidence-based decision making, multi-level governance, and the issue clusters of human resource management, e-government, and public procurement. The OECD and the Colombian Presidency have finalised an initial action-plan to implement key recommendations. Peer-driven workshops will focus on whole-of-government strategy setting and steering led by the centre of government; multi-year, performance-influenced budgeting and fiscal frameworks; and sub-national administrative capacity-building.

OECD Principles for Integrity in Public Procurement: Progress since 2008



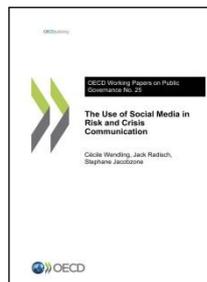
In 2008 OECD countries committed to promoting transparency, integrity, good management and accountability in procurement with the adoption of the *OECD Recommendation on Enhancing Integrity in Public Procurement*. This progress assessment shows that governments have been under tight budgetary constraints to provide smarter procurement that provides better service delivery at lower cost. The review also shows that there is a strong political push in OECD countries to integrate environmental considerations in procurement.

OECD Regions at a Glance



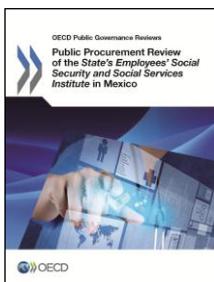
This fifth edition of *Regions at a Glance* shows how regions and cities contribute to national growth and the well-being of societies. It updates its regular set of region-by-region indicators, examining a wide range of policies and trends and identifying those regions that are outperforming or lagging behind in their country.

Social Media in Risk and Crisis Communication



The report highlights the changing landscape of risk and crisis communications and in particular how social media can be a beneficial tool, but also create challenges for crisis managers. It explores different practices and proposes a framework for monitoring the development of these practices among countries.

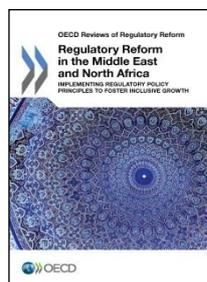
Public Procurement Review of State's Employees' Social Security and Social Services Institute of Mexico (ISSSTE)



The OECD Public Procurement Review of ISSSTE, presents an in-depth analysis of health procurement strategies and practices and benchmarks them with good practices of other OECD countries. The OECD will continue to support ISSSTE in addressing the remaining challenges through a new project, which will focus on market research, co-

ordination of procurement activities, outsourcing of medical services and a comparative analysis of direct award of contracts.

Regulatory Reform in the Middle East and North Africa: Implementing Regulatory Policy Principles to Foster Inclusive Growth



The review assesses progress in the implementation of regulatory policy within the MENA region, reflecting on developments made and highlighting good practices from Bahrain, Egypt, Jordan, Lebanon, Mauritania, Morocco, the Palestinian Authority and Tunisia. The recommendations made intend to help countries build the required

institutions, systems, policies and capacities to produce a better regulatory environment for delivering sustainable development and equitable growth whilst ensuring public participation and accountability.

Upcoming Events

Spring 2014 Public Governance week

- **49th session of the Public Governance Committee**, Paris, 1-2 April 2014
- **OECD Global Forum on Public Governance: “Women’s Leadership in Public Life: Fostering Diversity for Inclusive Growth”**, Paris, 2-4 April 2014
- **Meeting of the Network on Public Employment and Management (PEM)**, Paris, 4 April 2014

Committee meetings

- **31st session of the Territorial Development and Policy Committee**, Paris, 7-8 April 2014
- **10th meeting of the Regulatory Policy Committee**, Paris, 14-16 April 2014

Budgeting and public expenditures

- **7th Meeting on Public-Private Partnerships**, Paris, 17-18 February 2014
The meeting will attempt to specify the steps and the building-blocks that countries will need to have in place to create an attractive and propitious climate for PPP investment.
- **14th Annual Accruals Symposium**, Paris, 3-4 March 2014
The meeting will discuss developments in public sector accounting and applications for public financial management.
- **6th Annual Meeting of OECD Parliamentary Budget Officials and Independent Fiscal Institutions**, Jerusalem, 31 March – 1 April 2014. Among other topics, delegates will provide their independent perspective on the range of issues surrounding fiscal risk, one of the topics that has been identified by the SBO as a work priority for 2014.
- **3rd meeting of the Joint DELSA/GOV Network on Fiscal Sustainability of Health Systems**, Paris, 24-25 April 2014. The meeting will bring together officials from finance/budget ministries and their counterparts in health ministries to discuss the particular challenges of budgeting for health expenditures. A workshop will be conducted on 24 January 2014 to discuss the preliminary results of an OECD survey of national health budgeting practices. The full report will be one of the topics to be discussed at the main Network meeting on 24-25 April 2014.

Risk management

- **Presentation of the OECD review of flood risk management of the River Seine in the Ile-de-France Region**, Paris, 24 January 2014.
- **2nd OECD Task Force on Charting Illicit Trade (TF-CIT)**, Paris, 5-7 March 2014

Integrity

- **2nd Annual OECD Integrity Week, Paris, 17-21 March 2014**
The second annual OECD Integrity Week will consist of multiple events designed to bring together professionals, government officials, and civil society to engage in the exchange of research and practical experience in anti-corruption and integrity. Details for each event and registration information can be found at the [Integrity Week website](#).

Regulatory Policy

- **2nd meeting of the Network of Economic Regulators (NER)**, Paris, 14 April 2014.

MENA

- **Presentation of the Open Government Review**, Tunisia, 3 February 2014
- **2nd UAE Government Summit**, UAE, 10-12 February 2014
- **High level Meeting of the Advisory Board of the MENA-OECD Governance Programme’s Training Centre of Caserta and Joint Meeting of the Working Group II and IV**, Caserta, Italy, 20-21 February 2014

More information on:

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

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