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Rolf Alter, Public Governance and Territorial Development

The strong country response to the upcoming **Public Governance Ministerial for Inclusive Growth: Towards a New Vision for the Public Sector** highlights the importance of addressing the governance underpinnings of inclusive growth. Making use of past and ongoing work in the Public Governance Committee, the Senior Budget Officials Network and the Regulatory Policy Committee, ministers are invited to explore how public sector institutions, processes and tools can be strengthened and aligned to support inclusive growth outcomes. The Ministerial will provide the opportunity to identify areas for change and reform along the policy cycle, from design to implementation and evaluation of public policies, and to charge the OECD to develop recommendations and action plans for Members, that will help to realise this new vision for the public sector. The innovative format of the Ministerial, including four distinct Labs on Voice, Design, Delivery and Accountability, will offer a conducive and productive environment for the deliberations. **Welcome to Helsinki!**

Public Governance for Inclusive Growth: Ministerial meeting

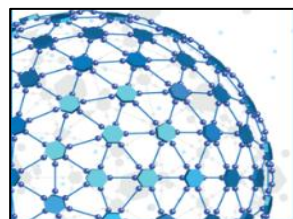


Hosted by the Government of Finland in Helsinki, the **Ministerial (28 October)** will provide an opportunity for Ministers to discuss the pursuit of inclusive growth – policies that can generate growth and jobs, while ensuring that benefits are widely shared – through a public governance angle. The meeting will also feature the **launch of the “Regulatory Policy Outlook”**, the first evidence-based, comparative analysis of the progress made to improve the way countries regulate. As part of the Ministerial meeting, countries are currently running national youth engagement activities (Youth Fora). The Fora will culminate in a **Youth Dialogue** with Ministers in Helsinki (**27 October**) where young people will discuss the main messages from the national Fora in an informal setting with Ministers. Young people

are encouraged to enter the **OECD Inclusive Growth Poster Competition** for a chance to have their views on what inclusive growth means for them displayed at the Youth Dialogue and at the Ministerial.

Highlights

Ministers back OECD Principles on Water Governance



At the Ministerial Council Meeting (MCM) on **4 June** in Paris, Ministers welcomed the **OECD Principles on Water Governance**, which set standards for more effective, efficient and inclusive design and implementation of water policies, and encouraged governments to put these into action. The **12 Principles** were developed using a multi-stakeholder approach and were also endorsed by public, private and non-profit organisations at the 7th World Water Forum in April in Korea. The OECD report **“Stakeholder Engagement for Inclusive Water Governance”** complements the Principles

with an up-to-date assessment of stakeholder engagement in the water sector and provides pragmatic policy guidance to decision makers.

Framework for the Governance of Infrastructure



During the MCM, Ministers also discussed the [Framework for the Governance of Infrastructure](#) which builds on relevant OECD recommendations in the field of PPP, regulatory reform, investment across levels of government, budgeting and integrity. Ministers encouraged the OECD to support countries in the development of national investment action plans and further analysis of governance mechanisms for public investment at all levels of government. The OECD will now build indicators and collect comparative data with respect to the infrastructure frameworks according to a comprehensive methodology. In addition, several country reviews are underway.

National Prosperity through Modern Rural Policy: Competitiveness and well-being in rural regions



Under the Chairmanship of Mr. Tom Vilsack, US Secretary of Agriculture, the **10th OECD Rural Development Conference** in Memphis, Tennessee on **19-21 May** gathered over 350 experts, high-level representatives from OECD governments, international rural constituencies, academics, and stakeholders to discuss the implementation of a new rural policy for economic, environmental and social prosperity.

World Conference on Disaster Risk Reduction



The OECD took an active part in the **Third United Nations World Conference on Disaster Risk Reduction** held on **15-18 March** in Sendai, Japan. Deputy Secretary-General Mari Kiviniemi participated in a Ministerial roundtable on “Governing Disaster Risks: Overcoming Challenges”. In partnership with the Japanese Ministry of Land, Infrastructure, Transport and Tourism and the Ministry of Foreign Affairs, the OECD organised a [roundtable discussion on risk governance and resilient cities](#). The new

Sendai Framework for Disaster Risk Reduction fully acknowledges the governance dimension for disaster risk management, as well as the value of peer reviews.

Co-ordinating Policies to Promote the Transition to a Low-Carbon Economy



A special session of the [Centres of Government \(CoG\) network](#) (17 February, Paris) brought together representatives from 25 countries and the European Commission to discuss the role of the Centre in supporting policies to promote the transition to a low-carbon economy. Held in parallel with a seminar to discuss the findings of the [OECD-IEA-NEA horizontal project on Aligning Policies for the Transition to a Low-Carbon Economy \(APT\)](#), CoG delegates agreed that the policy alignment challenge of APT is probably unique in terms of scale and timeframe and that good co-ordination practices can be

invaluable in addressing it.

Public Governance Week - Spring 2015



Public Governance Week in Paris featured several meetings of the expert communities which make up the OECD Public Governance Committee. The week kicked-off with the annual [Working Party on Public Employment and Management \(PEM\)](#) on **20-21 April**. Discussions touched on comparative evidence of the impacts of the 2008 global crisis to the civil service, work conditions and performance. The meeting addressed employee engagement and leadership, as well as HRM as a business partner to drive more innovation in public sector organisations; the role of civil service skills and values; and plans to update the OECD's comparative evidence on strategic HRM to support civil service reform priorities.



An **expert meeting on Open Government Data** met for the first time on **22 April** reflecting close collaboration with countries over the past two years. The OECD compares country efforts through a readiness index ([OURdata Index](#)) which assesses governments' efforts to implement open data in three critical areas – **openness, usefulness and re-usability of government data**; and the launch of the OECD's first **Open Government Data Review** of Poland.

Opening the 51st session of the Public Governance Committee, the **Public Governance Committee Symposium (23 April)** provided a timely opportunity to bring together public sector practitioners from centres of government and from the [Senior Budget Officials \(SBO\) Performance and Results Network](#) to discuss public sector performance from different perspectives and to explore how to ensure a co-ordinated approach to these issues. The results of the Symposium will contribute to substantive discussions at the Public Governance Ministerial next October. The Committee discussed the latest edition of [Government at a Glance 2015](#) released this month.



The **Working Party of the Leading Practitioners on Public Procurement** on **27-28 April** launched the implementation of the [OECD Recommendation on Public Procurement](#), as a new global policy framework. Procurement leaders also set priorities for developing practical tools to implement efficient and accountable public procurement systems; the peer review of Korea set new standards for measuring progress in using a state-of-the-art interconnected e-procurement system; and a follow-up peer review of health procurement showed the value of recent reforms in Mexico.

OECD Integrity Week 2015



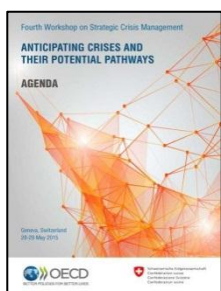
Integrity Week is an annual series of events organised by the OECD and its [CleanGovBiz Initiative](#) to support governments and organisations in their efforts to strengthen integrity, build trust, and fight corruption. The **3rd OECD Integrity Forum** offered a double-focus on corruption and investment. Consensus emerged around future directions, including the need for more implementation, such as developing tools for more effective risk identification and mitigation; emphasising the sub-national level as high-risk areas in terms of spending and capacity; enlarging the scope beyond bribery in

public procurement to other forms of corruption and policy capture; providing incentives to make integrity more compelling to businesses; and developing practical guidance, such as the [Checklist to Curb Corruption in Public Investment](#).

The Forum was preceeded by a meeting of the **Working Party of Senior Public Integrity Officials** on **24 March** which focused on the update of the 1998 OECD Principles for Managing Ethics in the Public Service. Delegates agreed to broaden the scope of the integrity framework and fully align it with good governance. Particular emphasis was made on taking a comprehensive and balanced approach towards value-based and compliance-based integrity policies; ensuring coherent and effective co-ordination; and making sure that effective implementation and safeguards are in place, especially in areas at risk of corruption.

Risk Governance

Strategic Crisis Management



The **4th OECD workshop on "Strategic Crisis Management" (Geneva, 28-29 May)**, gathered crisis managers from government, industry, international organisations and leading think tanks to discuss the adaptive capacities that governments need to manage a quickly evolving crisis landscape. The workshop, organised in partnership with the Swiss Federal Chancellery, explored techniques to detect emerging threats, conduct strategic anticipation, risk radars and horizon scanning, and identified good practices and country examples for inclusion in the Toolkit on Risk Governance, which supports countries in implementing the [OECD Recommendation on the Governance of Critical Risks](#).

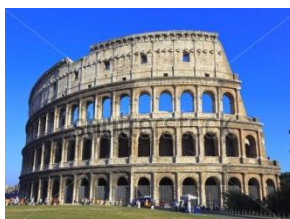
Charting Illicit Trade



The **third meeting of the OECD Task Force on Charting Illicit Trade (Paris, 30-31 March)** looked at the first synthesis report on illicit trade that outlines the sources, routes and impacts of illicit trade in narcotics, persons, wildlife and counterfeits. Going forward, the Task Force participants aim to focus their attention on effective strategies and partnerships to counter illicit trade in these sectors.

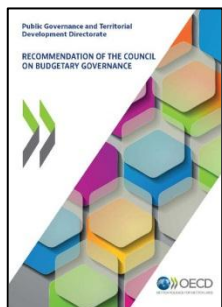
New in Budgeting and Public Expenditure

OECD Senior Budget Officials (SBO) and Regional Networks



The 36th **annual meeting of the SBO** in Rome on **11-12 June** discussed the preliminary results of the SBO survey on the **State of Public Finances 2015**, which takes a holistic overview of fiscal consolidation efforts and related budgetary reforms across OECD countries. Delegates examined the **budgeting and public expenditure system of Italy**; the **Framework for the Governance of Infrastructure** (see above); how budgeting and public expenditure systems can contribute to **inclusive growth**; and the **impact of the economic crisis** on budget reforms and implications for future reform efforts. The SBO regional networks continue to draw in the perspectives of a broader range of countries. Recent meetings include the **Latin America and Caribbean Senior Budget Officials (LAC-SBO)** (Santiago de Chile, 27-29 May) and the **Central, Eastern and Southeastern European Senior Budget Officials (CESEE-SBO)** (Warsaw, 21-22 May).

Recommendation of the Council on Budgetary Governance



This **Recommendation** draws together the lessons of over a decade of work by the OECD public governance community, including the **Working Party of Senior Budget Officials (SBO)** and its associated networks, along with the larger international budgeting community. The Recommendation provides a concise overview of good practices across the full spectrum of budget activity, with **ten principles** that give clear guidance on designing, implementing and improving budget systems to meet the challenges of the future. Available in English, French and Spanish.

Parliamentary Budget Officials and Independent Fiscal Institutions (PBO and IFIs)



Hosted by the Austrian Parliamentary Budget Office (**16-17 April**), the **meeting** explored the impact and effectiveness of IFIs in a session on developing a common evaluation framework for network members. The number of IFIs in OECD countries has continued to grow. The meeting discussed the role of IFIs in the context of broader government debt and fiscal frameworks. Participants also explored relations with other public institutions, how IFI assessments are used to inform the policy debate on medium term expenditure frameworks, and parliamentary oversight of performance budgeting.

SBO Network of Senior Public-Private Partnership (PPP) and Infrastructure Officials



Organised jointly with the IMF, the **annual meeting (Paris, 23-24 March)** convened around the issues of needs, vision, delivery and co-ordination of infrastructure –including PPPs. Participants highlighted the importance of having in place a sound framework for infrastructure governance, and addressing the right type of infrastructure gaps. A session on institutional investment as a tool for bridging the financing gap featured an array of public and private viewpoints, noting the importance of this item for the current G20 agenda. Recent legislative, institutional, and market developments were shared by OECD countries

in the areas of PPPs and infrastructure and the OECD presented its latest review on the governance framework for PPPs in the United Kingdom.



Global Outreach

Launch of the OECD Network on Open and Innovative Government in Southeast Asia



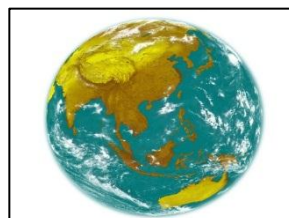
The Network will facilitate policy dialogue and the exchange of good practices between OECD members and ASEAN countries in open government, public sector innovation, and digital governance. The kick-off event in Jakarta on **24 March** provided a forum for countries to share their experiences on how to implement and support open and innovative government policies, as well as to discuss areas of work in which the OECD can support the implementation of such reforms.

Public Governance and Regulatory Policy in Malaysia



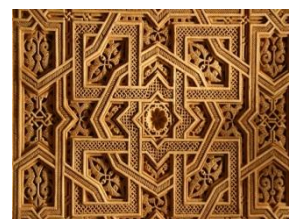
Good regulatory practice is emerging as a key driver of regional integration, enhancing productivity and building an enabling business environment based on effective economic governance in South-East Asia. The **ASEAN-OECD Good Regulatory Practice (GRP) Network** met for the first time on **12 March** in Kuala Lumpur, bringing together over 40 senior officials from ASEAN and OECD countries. The Network will support regional and national efforts for improving regulatory governance and frameworks. The launch of the Network was preceded by the **ASEAN-OECD Conference on "Regulatory Coherence for Regional Connectivity and Global Competitiveness" (10-11 March)**, and the launch of the OECD report on **"Implementing Good Regulatory Practice in Malaysia"**. The events also featured the first meeting of ASEAN Heads of Civil Service with the **ASEAN-OECD Centres of Government (9 March)**. The events were attended by over 250 participants including from the ASEAN, ADB, APEC, ERIA and World Bank.

Gender Equality in Public Life in Indonesia



The **joint OECD-UNDP project** supports Indonesia's efforts in closing gender gaps in public life and fostering inclusive growth. This reflects a joint OECD-UNDP Initiative to provide comparable data on gender equality in public life within the executive, legislative and judicial branches and capacities for the implementation of gender mainstreaming. The joint report will be launched in early 2016.

Independent Institutions as drivers of Open Government in MENA



The OECD partners with the MENA region to foster open government. Through transparency and citizen engagement, countries fight corruption more successfully. At the **Meeting of the Working Group on Civil Service and Integrity** on **24 March**, participants called for a strengthened role of independent institutions (Ombudsman, Anti-Corruption and Audit Institutions) and parliaments to involve citizens, ensure accountability and promote good governance.

Promote Women's Participation in Parliaments and Policy-Making



The **G7 Deauville Partnership MENA Transition Fund (TF)** approved the OECD proposed regional project to **promote women's participation in parliaments and policy-making** in Morocco, Egypt and Jordan. The project will support the efforts of Arab countries in transition (ACT'S) in fostering inclusive growth and good governance by leveraging open government policies and mainstreaming gender perspectives in parliamentary operations to maximise women's integration in public life and in the policy-making process.

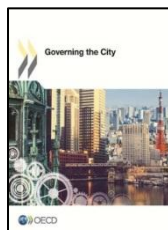
Recently Published

Government at a Glance 2015



Government at a Glance provides readers with a dashboard of key public sector indicators. Each indicator is presented in a user-friendly format, with graphs, brief descriptive analysis, and methodological information.

Governing the City



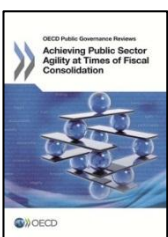
How do cities govern themselves as they grow bigger? This report presents a typology of metropolitan governance arrangements observed across OECD countries and offers guidance for cities seeking for more effective co-ordination.

Effective Public Investment Across Levels of Government: A Toolkit



The **Toolkit is an on-line resource** providing users with guidance on implementing the **OECD Principles on Effective Public Investment Across Levels of Government**. It also supports peer learning with indicators and good practices.

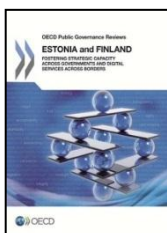
Achieving Public Sector Agility at Times of Fiscal Consolidation



Agility is a tool that can help governments maintain and even improve public services in a time of fiscal consolidation. This publication supports reforms towards greater strategic agility in the public sector including the use of budgeting policy levers, human resource management strategies

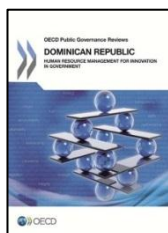
and ICTs.

OECD Public Governance Reviews: Estonia and Finland



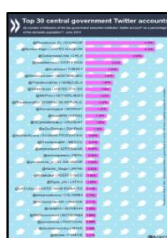
This innovative report is the first OECD Public Governance Review of two countries. It focuses on strategic capacity across governments and digital services across borders and reflects the challenges both countries face.

Dominican Republic: Human Resource Management for Innovation in Government



This review represents a new policy approach for public sector reviews, linking the traditional thematic public employment and strategic human resource management framework to public sector innovation and service delivery challenges in the Dominican Republic.

Social Media Use by Governments



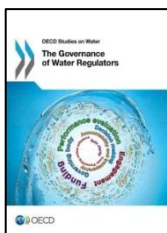
This working paper examines how government institutions can use social media to deliver better public services and to create more open policy processes. A [related blog post](#) looked specifically at the reach of central government Twitter accounts.

Centre Stage: Driving Better Policies from the Centre



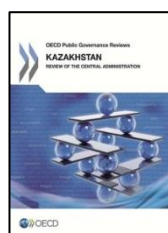
This report focuses on the Centre of Government - the support structure for the highest level of the executive branch of government, and is one of the first cross-national empirical assessments of CoG today.

The Governance of Water Regulators



The establishment of dedicated bodies in charge of regulating water services is a recent yet consistent trend in countries. This report presents the latest governance arrangements, operational modalities and use of regulatory tools across 34 established

Kazakhstan: Review of the Central Administration



This review examines the functioning, structure and organisation of the central government and line ministries in Kazakhstan, as well as their capacities to implement national objectives and priorities, outlined in the Kazakhstan 2050 Strategy.



Upcoming Events

September

- **OECD E-Leaders 2015 "Fostering a Data-Driven Public Sector: Realising the potential of government data"**, 29-30 September 2015, Tokyo
- **Meeting of the Working Party of Senior Public Integrity Officials**, 30 September-1 October 2015, Paris
- **Launching Event: Implementing Integrity Tools and Mechanisms to Increase Good Governance in Tunisia**, mid-September 2015, Tunis (TBC)

October

- **6th OECD Roundtable of Mayors and Ministers "The Metropolitan Century: Policies for Resilient and Inclusive Cities"**, 16 October 2015, Mexico City
- **Ministerial meeting: Public Governance for Inclusive Growth**, 28 October 2015, Helsinki. Preceded by the Youth Dialogue with Ministers, 27 October, Helsinki.
- **Meeting of the Network of Senior Officials from Centres of Government**, 29-30 October 2015, Helsinki
- **Regional Conference on "Promoting Gender Mainstreaming Towards Inclusive Gender Sensitive Policies"**, October 2015, Bahrain
- **First Meeting of the OECD Network on Open and Innovative Government in Latin America and the Caribbean**, October 2015, Mexico City

November

- **33rd Session of the Regional Development and Policy Committee and Working Parties**, 2-5 November 2015, Paris
- **13th meeting of the Regulatory Policy Committee**, followed by the **5th meeting of the Network of Economic Regulators**, 3-6 November 2015, Paris
- **11th meeting on Performance and Results**, 26-27 November 2015, Paris

Blog Posts

- [The facts about Greece](#) (OECD Insights)
- [Shedding light on government, one dataset at a time](#) (OECD Insights)
- [What if government made public service with citizens rather than for them?](#) (OPSI Blog)
- [Baltimore: Smacked down by the invisible hand](#) (OECD Insights)
- [Diving into empty pools](#) (OECD Insights)
- [The policy maker's guide to graft](#) (OECD Insights)

More information on:

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| • Budgeting and public expenditures | • Public Employment and Management |
| • Fighting Corruption in the Public Sector | • Risk Management |
| • Inclusive Growth | • Regional Development |
| • Observatory of Public Sector Innovation | • Regulatory Policy |
| • Open Government | • Schools of Government |
| • Open Government Data | • SIGMA Initiative |
| • MENA | • Women in Government |

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