The Governance of Inclusive Growth

AN OVERVIEW OF COUNTRY INITIATIVES



OECD

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Foreword

How can we better listen to citizens and businesses to improve public policies and services for inclusive growth? How can we develop policies for inclusive growth across the whole of government and choose the best policy instruments? How do we improve the delivery of services for and with citizens? How do we know when inclusive growth policies actually work?

To discuss these and other core issues of public governance, Ministers and senior officials from 50 member countries, non-members and civil society organisations representing the regulatory and public governance communities met in Helsinki, Finland on 28 October 2015. The general theme of the meeting was "Public governance for inclusive growth". The meeting was held at the invitation of the Finnish Government, chaired by Minister Anu Vehviläinen (Finland), with Minister Helge Braun (Germany), Minister Shimpei Matsushita (Japan) and Deputy Cabinet Secretary Gaurab Bansal (United States) as vice-chairs. In sessions on the topics of Voice, Design, Delivery and Accountability, delegates discussed how to pursue inclusive growth at all stages of the policy cycle. For a full presentation of the conclusions of the meeting, see www.oecd.org/governance/ministerial/.

This publication presents an overview of inclusive growth initiatives in 39 countries, collected for the Ministerial meeting and since updated to reflect the situation as of the first quarter 2016. The goal was to highlight the main policy initiatives along the four areas of specific Ministerial discussions on Voice, Design, Delivery and Accountability. Governments are using various approaches, such as administrative simplification and the use of new technologies, to engage with citizens and other stakeholders to improve policy and service design and delivery. Governments are also experimenting with innovative methods of policy design and delivery such as prototyping and co-delivery, and are bolstering the use of data and evidence to strengthen public accountability for results.

To complement the qualitative aspects of the reform initiatives, each country profile contains a page of key inclusive growth indicators, taken from *OECD Government at a Glance 2015* and *OECD Regulatory Policy Outlook 2015*. An explanation of the methodological considerations for each variable can be found in Annex B. The template used for collecting the country profile information is presented in Annex A for reference.

This publication provides an up-to-date general overview of policy initiatives across a wide range of OECD members and non-members, as a complement to publications such as *Government at a Glance*.

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Table of contents

Executive summary 9
Overview of countries' reform initiatives 11
Australia 21
Austria 33
Belgium 43
Canada 57
Chile 75
Colombia 81
Costa Rica 101
Denmark 107
Estonia 117
European Commission 127
Finland 137
France 147
Germany 157
Greece 169
Hungary 177
Iceland 185
Ireland 193
Israel 215
Italy 221
Japan 235
Korea 247
Latvia 255
Lithuania 261
Luxembourg 273
Mexico 279

Netherlands **297**
New Zealand **307**
Norway **319**
Poland **329**
Portugal **345**
Slovak Republic **353**
Slovenia **373**
Spain **385**
Sweden **403**
Switzerland **411**
Tunisia **425**
Turkey **435**
United Kingdom **451**
United States **467**
Annex A. Questionnaire **483**
Annex B. Methodology for country fact sheets **485**
References **491**

Executive summary

Pursuing inclusive growth involves identifying policies that can improve a population's living standards while more evenly sharing the benefits of increased prosperity among social groups. In a context of widening world inequalities, policy makers in advanced, emerging market and developing economies are examining the potential of inclusive growth policies to kick-start growth by turning equity into a driver of economic performance.

The role of governance for inclusive growth

Achieving inclusive growth is closely related to how governments work and how policies are designed, implemented, delivered and evaluated. First and foremost, inclusive growth requires inclusive institutions that are capable of significantly improving access to public services. It also requires giving a voice to everyone, while paying special attention to potential gaps, such as the lack of gender equality in public life. Good governance can help restore confidence in public institutions and increase the effectiveness and impact of public spending.

Shifting objectives toward inclusive growth outcomes means that governments must be better able to work co-operatively both horizontally across ministries and with different levels of government. It entails developing an integrated approach to the policy cycle, where decision-making is based on high-quality information and data, and where vision, incentives and delivery mechanisms are aligned. Ultimately, institutions and governance practices need to be underpinned by openness, transparency, integrity and accountability.

An inclusive policy cycle needs to be based on an "inclusive governance model". Such a model gives citizens a voice in the design and implementation of public polices as well as service delivery, and ensures accountability through policy evaluation. The principle challenge for countries is to deepen, align and integrate voice, design, delivery and accountability into a substantial and consolidated governance framework that institutionalises inclusive service delivery and effective growth policies. This requires building a shared vision of inclusion for growth in the public sector and all levels of government, and, more importantly, in society at large.

Achieving inclusive growth

This publication provides an overview of country reform initiatives aimed at promoting inclusive growth that were submitted by 39 OECD member and non-member countries in preparation for the OECD Ministerial meeting on Public Governance for Inclusive Growth, held on 28 October 2015 in Helsinki, Finland. The results are organised around the four main stages of the inclusive policy cycle. The major findings are as follows:

Engaging with citizens and businesses for more inclusive policies and services

To ensure that the views of all parts of society are heard, governments need to do three things. First, governments can use all channels for communicating and interacting with citizens. While ICTs and online engagement platforms are crucial, governments are also maintaining traditional channels with a range of partners and groups. Second, governments need to simplify the processes for citizens and businesses to engage and be heard. There is a common perception that it is difficult to engage with the public sector; many countries are addressing this through administrative simplification. Third, it is crucial to engage, involve and listen to citizens who are not using services, since the voices of service users are often more easily heard than non-users.

Innovative policy design for inclusive growth

The shift towards more inclusive and innovative design calls for governments to define a shared vision and foster cross-government co-ordination. The full report points to a range of countries which are leveraging effective policy design to meet the needs of diverse groups, mobilising a range of policy instruments and evidence harnessed from different sources and target groups. Finally, many countries are promoting public sector innovation to discover new solutions to new or existing problems, which is essential for designing innovative policies and services that meet the challenges of today's world.

Improving the delivery of services for and with citizens

To strengthen the civil service's ability to deliver services more effectively and inclusively, governments can mobilise several policy levers. First, many countries are active in strengthening a civil service that can deliver services effectively and inclusively. This requires a good public/public partnership between agencies or between levels of government, and when there is a vision of supply chain management. Second, countries are also active at promoting core public values, but more needs to be done so that they are fully understood, shared and adhered to. Country initiatives also point to many areas to promote diversity and gender balance in the civil service. Finally, some initiatives point to the fact that when non-government partners are directly involved in delivery, transparency and trust are essential. While some countries are being active, sharing information and building a relationship of trust within and outside government is crucial and more can be done.

Strengthening accountability through better performance management and evaluation

In shifting to inclusive accountability, several countries have been focusing on strengthening the culture of evidence and performance. First, this includes being accountable for results and implementing a solid audit system and a co-ordinated government-wide evaluation system. Second, countries are starting to realise that this requires visibility of results and clear communication about performance, and about what does and does not work, and why, with a few countries launching interesting initiatives. Third, more can be done to strengthen accountability, as legitimacy implies that corrective actions are taken when something needs to change, and evidence on this remains fragmented.

Overview of countries' reform initiatives

Introduction

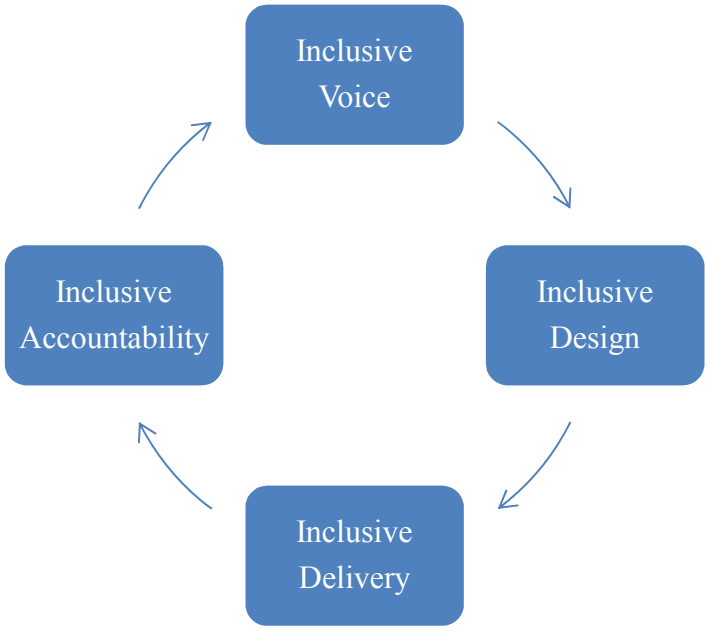
Over the last thirty years, public sector reforms have focused on making government more responsible and accountable for results. More recently, and particularly following the economic and financial crisis, governments are also coping with questions of legitimacy, where levels of confidence in public institutions are clear indicators of challenges and the perception of the capacity of the public sector to solve problems (or not) is under pressure. Further to the crisis many public sectors took on expanded responsibilities, with governments often having to deal with the cost of financial failures. Exclusion and increasing gaps within societies for access to services and policies such as the labour market, justice, health, and education are also putting pressure on governments to deliver inclusive outcomes. Increased unemployment, particularly among younger generations in a number of countries, has created a debate on who benefits from growth. The realisation that, in some countries, the benefits of growth may have been captured by the very few – with little general improvement in overall living standards – is focusing government attention on delivering inclusive growth (OECD, 2015a).

Inclusiveness is not only an important societal value in itself, it contributes to social cohesion, economic welfare and affects the legitimacy of policies, trust in their delivery, and ownership and support of public governance. Increasingly, the role of government is understood in terms of its capacity to improve the well-being of citizens, and the ability to measure well-being – including changes and trends. The capacity of government to include society, to have their voices heard, to improve their understanding and their rationale for government actions, and to invite them to participate in the co-design and co-delivery of public services, may contribute to making society more responsible and more engaged, and may increase the overall well-being of citizens (OECD, 2015d)

Moving toward an "Inclusive Governance model" will require a full recognition of both an open system with new types of interactions with actors, including government at central and local level, as well as social and economic, and a focus on how resources and activities should be organised to better deliver services and get outcomes. This public governance model requires a robust, joined-up approach overcoming policy silos and focused on clear strategic goals and measurable outcomes. This approach needs to be applied **throughout the policy cycle**, giving citizens a **voice** in the **design** and **implementation** of public policies, including **service delivery**, and ensuring **accountability** through policy evaluation (Figure 1). Giving **voice** requires engaging citizens, establishing partnerships, integrating groups, using ICTs and involving citizens. Ensuring inclusive policy **design** will require using a mix of policy instruments, in a joined-up approach, and thinking out of the box to "discover" new solutions for new or even old problems. **Delivering** effective and inclusive services and policies will require strengthening the civil service,

building it as diverse, inclusive and trustworthy, and re-affirming the core values of the public service. Finally, ensuring inclusive **accountability** will require developing a co-ordinated government-wide evaluation system, strengthening performance management, identifying what works, and using policy and programme experimentation and piloting.

Figure 1. An inclusive policy cycle



The principle challenge for OECD countries is to deepen, align and integrate these four building blocks into a substantial and consolidated governance framework that institutionalises inclusive service delivery and effective growth policies. This requires building a shared vision of inclusion for growth not only within the public sector and all levels of government, but even more within society at large. This also requires developing a shared understanding of this vision across administrative silos, and building clear structures that can help steer this and move the public governance agenda forward. The need for such a vision is even more relevant since national or regional disparities, and differences of their well-being across population groups, are consequences. For these reasons, inclusive growth needs inclusive governance.

This clear strategic vision for inclusive growth needs to be shared across government, ministries and agencies, as well as across levels of government. This requires strong capacity for policy co-ordination at the centre, and a capacity which is fit for this purpose. It will also need an integrated governance approach which is more horizontal, more open, and more outcomes focused. It also needs to be pro-active, reaching out to society with its individuals (citizens, users), and its organisations (businesses and NGOs).

There are several positive effects of shifting towards a "public governance approach for inclusive growth". The new relations and focus on social outcomes helps to break down silos, it enhances the capacity to deliver services in a citizen centric way, and it has created new opportunities for improvement of service delivery

and policy effectiveness. However, there should also be some caution since inclusive policy cycles have to avoid capture, or unintended negative consequences such as a digital divide. Shifting policies and service delivery to "inclusive policies and service delivery" will require two major changes for the public sector and its governments.

First, an inclusive model needs to be open and demand-driven. Public sector organisations, their service delivery and their policies will need to become permeable and to be able to listen and integrate citizens' voices. This also implies the capacity to implement elements of co-design, co-production and co-evaluation. This requires new partnerships, and the capacity for government to move from "directing" to "steering", and to re-examine the "how" and "who" to include. This could be direct (citizens and customers as target groups) or indirect (through their representative NGOs), it could be using information and communication technologies (ICTs) and on-line interfaces, or classical surveys.

Second, the focus changes from an input and activity or process-orientation resulting in outputs with a narrow value for money focus, to outputs resulting in intermediate and final outcomes for society and its target groups of the policies and service delivery. This shift in focus is also about the question of "what" to include.

From Voice to Inclusive Voice: Engaging with citizens and businesses for more inclusive policies and services

Shifting from voice to inclusive voice implies that governments address three major issues (Box 1). First, it is necessary to use all vehicles for communication and interaction. While ICTs and e-engagement platforms are crucial, it is important to equally maintain classical interfaces with a range of partners and groups. Second, governments need to simplify the processes for citizens and businesses to engage and be heard. There is a common perception that it is difficult to engage with the public sector, which many countries are addressing through administrative simplification, ex post. Third, voices of service users are often more easily heard than non-users. Engaging, involving and listening to citizens who are not using services also need to be addressed in many countries as part of inclusive voice.

The more the above issues are addressed by governments, the higher the chances are for achieving inclusive voice.

Box 1. Towards more inclusive voice

Use all vehicles for communication and interaction: ICTs and e-engagement platform:

- Maintain classical interfaces with a range of partners and groups.

To simplify communication and voice through:

- Administrative simplifications.

To focus on non-pick up of services by:

- Engaging, involving and listening to citizens which are not included.

Voice becomes inclusive when governments **directly and pro-actively** involve relevant target groups. For example, to understand "real life events", the Federal

Statistical Office in Germany runs representative surveys on how citizens and businesses perceive the quality of public administration and law regarding thirty events such as having a child, opening a business, paying taxes or employing staff (amtlich-einfach.de). The Red Tape Challenge launched in the United Kingdom in 2011 was designed to "crowdsource" the views from business, (OECD, 2015f) organisations and the public on which regulations should be improved; kept or scrapped. At Ireland's local level, youth's voices are heard in two ways: by working on topics of importance to young people and by acting as a consultative forum for adult decision-making. In the United Kingdom, the Youth Parliament conducted the Make Your Mark ballot, the biggest annual ballot of youth views in the United Kingdom and identifies several issues for the Youth Parliament's national campaign. The day preceding the Public Governance Ministerial Meeting, the OECD Youth Dialogue for Inclusive Growth gathered youth representatives and Ministers to discuss how youth voices could be better heard during the policymaking process, with the outcomes of the Youth Dialogue feeding into the Ministerial Meeting the following day.[1]

Reception of ideas could also be organised in a **passive and direct** way. In France, the non-governmental, non-partisan Parliament and Citizens platform gives citizens the opportunity to upload their ideas and solutions in a public debate between MPs and active participants before a bill is proposed to Parliament. Finland has developed a pilot project for an online "opinions service" of experts and citizens (lausuntopalvelu.fi) to comment, discuss, consult, and browse to assess and improve regulations. The Latvian government founded "manabalss.lv" as an open government initiative that allows citizens to propose a petition online, which then is refined with experts for further consultation.

Whose Voice?

A range of target groups have been consulted for inclusion, such as y*outh and children* (Lithuania's State Progress Council reached out to school children that were trained to engage with elderly; Ireland's cross-Government National Strategy on Children and Young People's Participation; the UK Youth Parliament); *Elderly* (all Danish municipalities have a Senior Citizen's Council which City government councils are obliged to consult before final decisions); and *End-users* (Denmark consults end-users of regulations).

Voice: when

Including voice is relevant for all stages of a policy cycle. Voice appears in the design stage, but also in the decision, implementation and evaluation stage. For example, the Netherlands enlists a community of professionals to improve service delivery. They share experiences, methods and develop joint principles that government organisations can use to optimise their service delivery and involve citizens. The Polish Government invites a wide group of interested parties from the world of economy, science and civil society to participate in works on the development, implementation and monitoring of the annual National Reform Programs (NRP) to ensure the widest possible approval for the implementation of Europe 2020 Strategy in Poland.

Voice: what

The content of the voice messages may vary from red tape (UK) and all "real life events" (Germany), to features of service delivery (Latvia) and Open Data (UK). This is from a public governance reform agenda only, but may also include broader economic and social challenges, such as the reforms of welfare and social systems.

From design to inclusive and innovative policy design

Shifting toward more inclusive and innovative policy design will require governments to define a shared vision and move toward fostering cross-government co-ordination. Effective design for diverse groups also requires that a range of policy instruments are in place and that evidence harnessed from different sources and target groups is taken into account, for example when co-designing policies. Finally, thinking out of the box to "discover" new solutions for new or even old problems will be essential for designing policies and services that meet the challenges of today's world. This requires the capacity to unleash public sector innovation, by mobilising people, skills and talent, and freeing the capacity to take risk in the public sector, with less aversion for failure. Taking these main issues into account will help governments design more inclusive and innovating policies.

Box 2. Towards more inclusive policy design

To have a shared logic of design within the public sector by:

- Using joined-up government.
- Fostering a whole-of-government approach.

To cope with various target groups and partnerships through:

- Utilising a mix of policy instruments.
- Co-designing with users.

To think out of the box to find new designs for new or even old problems by:

- Engaging with innovative practices.
- Minimising the risk aversion and the cost of failure.

There are several vehicles to ensure inclusive and innovative policy design. Some OECD **countries strengthen and enhance existing channels** of designing policies and service delivery by ensuring feedback and performance of existing policies inform new ones. In focusing on performance and priorities as standard operating procedures, sometimes grounded in legislation, several countries have pushed this agenda. In the United States, the Government Performance and Results Modernisation Act (GPRAMA), which also intends to foster dialogue on performance across government and to deliver targeted improvements on high-priority cross-government initiatives, could improve the metrics and the focus of its strategic objectives. In the Slovak Republic, the Plenipotentiary Office conducted public consultations to improve information provided to citizens on their Open Data portal. The aim was to find out what data are most in demand and to draw attention to published datasets.

Other OECD countries are exploring new **ways and techniques** to receive inputs for policy design. For example, France's Task force Etalab (data.gouv.fr) engages with users on social media, has open forums on the national open data platform, and holds regular meetings with various stakeholders to foster the development of data reuse by entrepreneurs and civic innovators. The "DataConnexions" programme gathers in this way key partners of the digital innovation ecosystem. The UK Infrastructure and Projects Authority regularly publishes data on how major projects are progressing and the names of the Senior Responsible Owners to help improve confidence in the delivery of the projects on time and to budget. Finally, the Open Policy Making Team operates policy labs which are practical, open and experimental spaces to try out new tools and techniques for policy making, and to see what works. The focus here is on end-users or customer experience and expertise in service design and prototyping to test ideas.

Who co-designs?

There are two levels of involvement of relevant actors, internal and external. The internal re-design for inclusion implies a functioning Centre of Government (CoG) to foster cross-government co-ordination. In the Netherlands, the Rijkswaterstaat is currently working on the programme "Room for the River", which utilises co-creation and collaboration with the national government, the regional, local and European authorities, as well as with citizens and NGOs, to ensure a safe but also attractive living environment next to the river. Incoming information and data needs to be transmitted to all relevant stakeholders. Not only CoG is key in re-designing for inclusion. The need for managing data has resulted in a Chief Data Officer (France) who is responsible for defining and organising data collection and building capacity in the public administration to elaborate and evaluate public policies through data. In the US, the Social and Behavioural Sciences Team, a cross-agency group of experts in applied behavioural science, helps agencies translate findings and methods from the social and behavioural sciences into improvements in Federal policies and programmes.

External involvement is related to setting up expertise centres to bridge three gaps: the strategic gap, the knowledge gap, and the affordability gap. Governments use regional co-ordination councils (Canada), research institutes in social policy (Denmark), IT infrastructure planning councils (Germany), and healthcare expertise (UK) helps to bridge these three gaps. In the UK, the "What Works?" Centres was modelled on the success of the National Institute for Health and Care Excellence (NICE) to make the best available evidence on both what works and what does not work available. France's digital innovation ecosystem "DataConnexions" includes French and international corporations, research and education institutions, venture investors, business angels, and digital media. The external involvement could also be well defined target groups such as disabled or migrants in France with the "life event" or "user's journey" approach to better understand the severely complex customer's journey.

What is co-designed?

It is also important to map the substance of the design. This may be instruments that lead to service delivery and policies, or the tangible delivery and policy itself. **Classical instruments** that are co-designed or designed in an inclusive way are budgets (Ireland's National Economic Dialogue facilitated an open and inclusive

exchange on the competing economic and social priorities facing the Government in the context of preparing for Budget 2016) and priority goals and their related action plans (US). **Direct service delivery or policies** could also be re-designed such as e.g. infrastructure (The UK Infrastructure and Projects Authority ensures that policy is co-ordinated, prioritised and funded), credit card handling (the United States created behaviourally-informed initiatives surrounding simplifying and standardising consumer information), often as an alternative to stronger regulation.

From Delivery to Inclusive Delivery: Improving services for and with citizens

In order to strengthen the civil service's ability to deliver services more effectively and inclusively, governments are exploring the following options (Box 3). First, it is essential to have a civil service which is fit for effective and inclusive delivery and which is equipped with the right skills. This happens much better when there is a good public/public partnership between agencies or between levels of government, and when there is a vision of chain management. Second, core public values need to be in place, understood and owned, which is aided by having a gender balance and a diverse civil service. Finally, transparency and trust are key elements of inclusive delivery, where partners are directly involved. Sharing information and build a relationship of trust within and outside government is crucial. The more mechanisms are activated and substantial, the higher the chances to have effective inclusive delivery.

Box 3. Towards more inclusive policy design

To have a civil service in the whole public sector that works together and shares a vision of citizens:

- Within the public sector collaboration: public/public partnerships.
- Chain management from a whole-of-government perspective.
- Including other levels of government for design and delivery.

To have a civil service that is strong (culture, capacity, competencies) for inclusion by:

- Strengthening the public values of civil service and reaffirming core values in the public service.
- Building a diverse and inclusive civil service.
- Establishing gender balance in the civil service.

To convince society and partners that government/civil service is a trustworthy partner for delivery through:

- Building trust in government and civil service.
- Sharing data on services and environments to build transparency.

In general, there are three mechanisms to organise and guarantee inclusive delivery: internal and external inclusion, and connecting data. **Internally organised inclusive delivery** focuses pro-actively on joined up types of co-production within government. In Poland, the Good Parent Good Start Programme was inspired by the Nordic family centre model. Its pilot initiative enforces co-ordination between local

health, welfare centres, and childcare centres in Warsaw. In New York City, delivery for the homeless has been co-ordinated in the "housing first" strategy which provides integrated social services. The Scattered Housing First (SHF) strategy uses two forms to integrate service support. First, the Assertive Community Treatment (ACT) team is comprised of health, social, mental health and employment professionals. Second, the intensive case management team connects homeless people with any service they need.

The **external inclusion mechanisms for delivery connect and involve stakeholders directly**. The Australian Family Support Programme was established to increase the provision intervention, prevention and targeted support for vulnerable families. This happened by making specific funds available for improving collaboration between service providers, community members, NGOs, businesses and all levels of government for delivering services to these vulnerable families.

A crucial element is to organise inclusiveness by **connecting and sharing available data** within the public sector, and also with private partners. The French "DataConnexions" programme and Etalab have national open data platforms. Estonia built a data exchange layer X-Road, which has become the standard platform for streamlining services between government agencies. This platform also was driving workflows involving non-governmental actors, e.g. to exchange information on income and assets from private companies to taxation and social security authorities. Also, in the UK Government Digital Service has put in place an 18-point digital service standard that all new online services must adhere to, so that governments are "making services so good that people prefer to use them". These three combined mechanisms, internal, external, and data, push from a user-centred delivery approach to a user driven and therefore inclusive one.

Who is involved in inclusive delivery?

A range of target groups become the drivers for delivery. Finland uses the Living Labs to test and develop user-driven products for elderly people and elderly care. Polish families with young children are driving the educational resources and support services. A range of people from diverse backgrounds are also at the centre of inclusive delivery such as youth (the Slovak Republic), prisoners (UK's Social Impact Bonds), disabled (Poland's Civil Service Act, Colombia's Inclusive State Model), and immigrants (Chile's Social Mediators Pilot Programme).

There is also a gender focused cluster of inclusive delivery. In Austria, the budgeting system requires each ministry to include at least one gender objective among its small number of overall key objectives, which in turn forms the structural basis for allocating resources and *ex post* reporting to parliament. Spain's Women Participation Council provides a channel for input by women's associations and groups. Sweden has a Gender Mainstreaming in Government Agencies initiative with support from the Swedish Secretariat for Gender Research. Canada encourages a welcoming and inclusive atmosphere for all gender identities through its Positive Space Initiative.

What feature of delivery becomes inclusive?

Usability and usefulness of services is an important element for an inclusiveness strategy. Testing and developing the extent to which services are user-driven is essential (Finland's Living Lab). Availability of service time is also a crucial feature

of user-driven service delivery. In France, the city of Aix-en-Provence increased its opening hours, improved the call handling and moved some services to a "Relations with users" unit to improve responsiveness and response time. Obviously, digital government reforms all try to be inclusive. However, there is a need to watch the digital divide which could be the exact opposite of what is intended.

From Accountability to Inclusive Accountability: Strengthening performance management and evaluation

In shifting to inclusive accountability, several governments have been focusing on strengthening cultures of evidence and performance (Box 4). This includes being accountable for results and requires a solid audit system and a co-ordinated government-wide evaluation system. Secondly, it requires visibility of results and a clear communication about performance, and about what works and what does not, and why. Third, legitimacy also implies that corrective actions are taken when something need to change, or that a culture to look for solutions is in place, e.g. by experimentation and piloting.

Box 4. Towards more inclusive policy design

To strengthen a culture of "evidence", "performance" and of taking responsibility for performance in:

- Developing a co-ordinated government-wide evaluation system.
- Having solid audit systems.

To organise to know what happens and what works and to communicate about:

- Performance management.
- Identifying what works.
- Dialogues, debates, shared platforms of best practices.

To take corrective action when something does not work by:

- Utilising policy and programme experimentation/piloting.

To realise a culture of inclusive accountability, several elements are important. There is a need for a shift to a **culture of "evidence" and of "performance"**. In the United Kingdom, the "What Works?" centres have been created to produce evidence for policy-makers, which consists of eight independent centres that create evidence in fields such as health, education and crime. As well, the UK Behavioural Insights Team in Cabinet Office specialises in running large-scale randomised evaluations, testing what interventions work best at changing people's behaviour. In Ireland, the Public Service Reform Plan and the Civil Service Renewal Plan both focus on strengthening the performance culture and the continuous improvement of performance management systems. A second element is to have **reviews**. The key role of Supreme Audit Institutions is obvious. It is significant to see that in the United States the GAO changed its name from General Accounting Office to Government Accountability Office. A third element is to have **dialogues and debates on impacts**. The French government is planning to implement a strategic dashboard using a

limited set of internationally comparable Key National Indicators (KNIs), grouped on three thematic indicators: economic development, social progress, and sustainable development. The purpose is to promote debate on policy impacts. A fourth vehicle is **using technology to promote accountability**. The Chilean Supreme Audit Institution, i.e. the Office of the Comptroller General, introduced the GEO-CGR Portal which makes use of geo-referenced information for a forum on investments in public works. Its ultimate aim is to promote citizen-driven accountability by providing reliable and timely information useful for analysing and monitoring public works investments.

Who is involved in a shift to inclusive accountability?

A range of organisations or forums are involved in enhancing inclusive accountability. There are actors in the executive such as service delivery agencies themselves, civil service bodies, or even special purpose organisations, such as, e.g. the Irish Government Economic and Evaluation Service (IGEES) which is an integrated cross-government service to support progress in major cross-cutting policy challenges, such as economic growth, social exclusion, and enhanced service delivery and design. In some countries there are independent research and advisory bodies such as Australia's Productivity Commission which covers all levels of government, includes economic, social and environmental issues, and benchmarks performances of regulations in Australia. Obviously, the Supreme Audit Institutions are created to contribute to the accountability agenda in a country.

What is the content of inclusive accountability?

Linking responsibility and accountability for service delivery implies reviews, evaluations and audits. To be more explicit, responsible for a prioritised target (the US GPRAMA, the French draft budget law PFL) allows government to measure and assess progress using e.g. satisfaction measures. The US Federal Government selected the American Customer Satisfaction Index, ACSI, to be a standard tool for measuring citizen satisfaction with the delivery of government and private services. There are also other solid instruments such as benchmarking (Australian Productivity Commission), Value-for-Money exercises, Cost-Benefit Analyses, or Regulatory Impact Assessments. In some cases this is facilitated by portals, as in Italy with is open data portal OpenCoesione.gov.it, which encourages social accountability and more effective spending of public money.

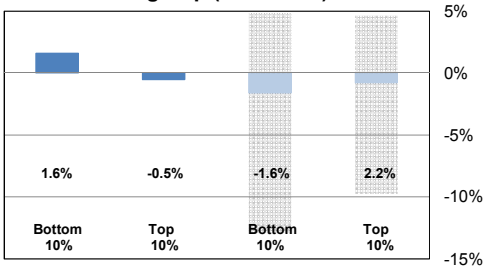
Note

1 For more information on the Youth Dialogue, see: www.oecd.org/governance/ministerial/youth-dialogue.htm.

Australia

AUSTRALIA: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

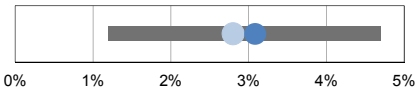
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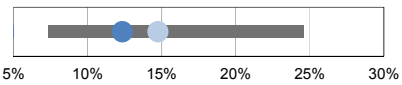
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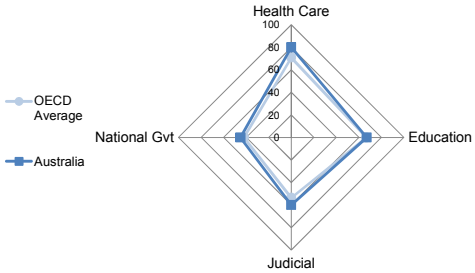


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SATISFACTION WITH SERVICE DELIVERY

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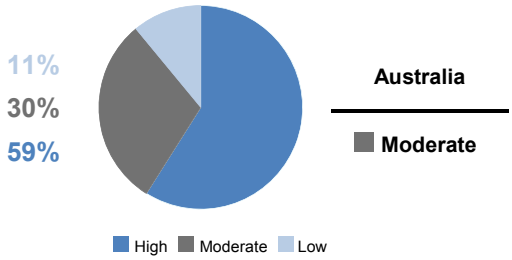
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

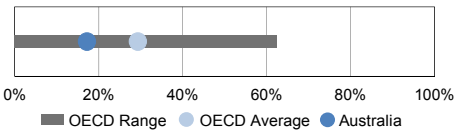
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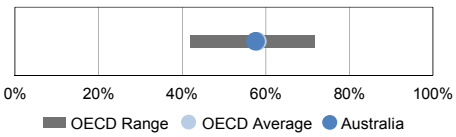
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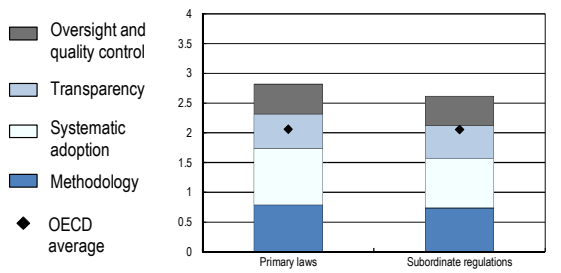
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ENGAGING CITIZENS AND BUSINESSES

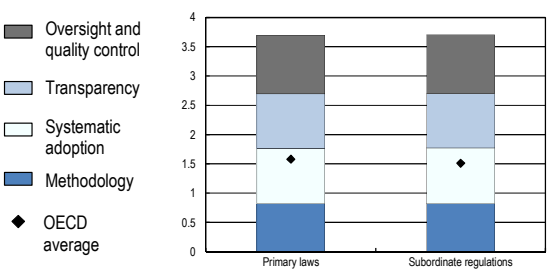
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

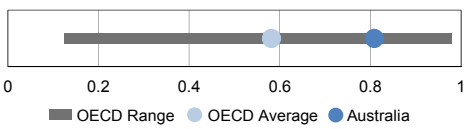
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

In the Australian public sector, there are persistent reform themes driven by the enduring need to adapt to technological, social and demographic change against a backdrop of shifting global, including economic, circumstances.

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

In July 2015, the Australian Government established the Digital Transformation Office, an executive agency within the Prime Minister's portfolio. Its mission is to lead the transformation of government services to deliver a better experience for Australians. In any given month, one in eight Australians aged 14 and over will look up government information and services online, totalling around 324 million transactions a year. Of these people, more than half will experience a problem. When people can find the information and services they need online, they have a better service experience, with less impact on their time and lower cost to government.

It is the role of the Digital Transformation Office to work closely with government agencies, users and private sector partners to create public services that are simpler, faster and easier to use.

To support that goal, the Australian Government recently introduced the Digital Service Standard (the Standard), which establishes the criteria that Australian Government digital services must meet. With some limited exceptions, all new or re-designed services must meet this standard before going live.

The Standard applies to:

- New and redesigned government services.
- High volume transactional services (for example, lodging a tax return online).
- Information services (for example, an agency website and its publications).

Before a service to which the Standard applies can go live, the Government must have undertaken user research to understand user needs, perspectives, natural systems, processes, motivations, attitudes, values and expectations and conducted usability testing with actual users to assess how user friendly a service is.[1]

The Digital Transformation Office is working with a range of Australian Government agencies to redesign services based on a citizen-centric design approach. For example, the Office is working with the Department of Immigration and Border Protection on projects to simplify imports and to build a citizenship appointment service.

So far, in the project to simplify imports, the Digital Transformation Office and the Department of Immigration and Border Protection (DIBP) have conducted a number of user experience workshops and in-depth interviews with industry stakeholders to identify user concerns and issues when importing goods. Through these consultations, the Government learned that the need to present paper permits multiple times during the importing process is a key frustration for stakeholders. The project team is working with industry partners to define and implement a new service for businesses while maintaining the requirements and information needed to clear goods. This process is expected to make industry dealings with the DIBP easier

through reduced effort, and in some instances, shorter timeframes for verifying import approvals.

In addition, user research was undertaken to understand the experiences people have on the journey to become an Australian citizen. It was identified that the process for rescheduling appointments needed improvement. The citizenship appointment booking service is a first step towards delivering a new way for people to book and reschedule their own appointments at a time that is convenient to them without contacting the Department of Immigration and Border Protection's Service Centre. A prototype is being tested with users.

Furthermore, consultation is a mandatory requirement of the Australian Government regulatory impact analysis process, which takes place through the development of Regulation Impact Statements. The Australian Government *Guide to Regulation*, published in March 2014, sets out the consultation processes policy makers should adopt when developing a Regulation Impact Statement. The approach recognises consultation has to be genuine and conducted in a timely way with affected businesses, community organisations and individuals. Not conducting appropriate consultation as part of the regulation impact analysis process is considered a serious departure from best practice.

Digital governance

There are currently around 1 500 different Commonwealth agency websites in operation. Through the recently established Digital Transformation Office, an "Alpha" prototype of GOV.AU has also been released. The GOV.AU approach to government information and services online allows users to interact with government without needing to understand how government works. The prototype was co-produced with the public, informed by interviews with over a hundred users from diverse socio-economic backgrounds.

In November 2015, the Australian Government committed to joining the Open Government Partnership (OGP) and commenced a public consultation process to inform development of Australia's National Action Plan. The draft Plan, published on 5 April 2016, predominantly focuses on two of the OGP's Grand Challenges: "Improving public services" and "More effectively managing public resources", and is designed to build on Australia's solid foundation of transparency, accountability, participatory democracy and technological innovation. The Action Plan is due to be submitted to the OGP Steering Committee by July 2016.

Innovative policy design for inclusive growth

Key initiatives

In September 2013, the Australian Government introduced a comprehensive regulatory reform agenda with a strong commitment to reduce the burden of regulation and improve regulatory practices. The agenda fosters a whole-of-government approach by putting in place mechanisms to co-ordinate and oversee regulation across government and setting clear expectations that regulation should not be the default option for government policy makers.

Key elements of the regulatory reform agenda include:

- Cutting the cost to businesses, community organisations and individuals of complying with Australian Government regulation by at least AUD one billion a year.
- Requiring all major regulatory decisions to be informed by a Regulation Impact Statement that lays out the costs and benefits of regulating or not regulating.
- Introducing the Regulatory Burden Measurement framework to calculate the regulatory costs of current or proposed policies or regulation.
- Introducing the Regulator Performance Framework applicable to over 80 Australian Government regulatory authorities (including the Australian Competition and Consumer Commission, Australian Tax Office, and Therapeutic Goods Administration) to encourage regulators to reduce regulatory burden, communicate clearly with stakeholders, take risk-based and proportionate approaches to regulation, operate efficiently and transparently, and undertake continuous improvement.
- Establishing regulatory reform units in every ministry to drive cultural change and pursue regulatory reforms across the national level of government.
- Changing the culture of government to adopt best-practice regulation principles by co-ordinating across government on regulatory reform and implementing training for policy-makers.

At the national level, the whole-of-government approach to regulatory reform has been successful. By the end of 2015, the Australian Government had taken decisions to reduce the annual cost of complying with Commonwealth regulation by AUD 4.8 billion, exceeding its target of AUD 3 billion over the current term of office.

Building on this success, from 1 July 2016, the Government will strengthen its regulatory reform agenda to focus on regulation reforms that directly enhance innovation, competitiveness, productivity and economic growth. This includes enhancing Government engagement with stakeholders on regulatory reform priorities and on specific proposals. Efforts to reduce compliance burden will continue to be a focus of the Government's regulatory reform agenda.

Whole-of-government approaches to regulation and regulatory reforms are also fostered by cross-jurisdictional engagement between the Australian Government and the eight State and Territory governments. This is undertaken through the Council of Australian Governments (COAG) framework, where governments work together to prioritise and progress reforms, implement common regulatory requirements and, where possible, remove unnecessary overlaps. Cross-jurisdictional regulatory reforms are also subject to regulatory impact analysis with analysis required at consultation and decision stages of the policy making process. Cross-jurisdictional collaboration on regulatory design and reform also occurs outside the COAG framework, either bilaterally or multilaterally, on an ad hoc basis such as through thematically focussed task forces.

Public sector innovation

Like many other major countries in the world, Australia understands innovation is imperative to its future. Innovation is being made central to all major policies.

In December 2015, the Australian Government announced an AUD 1.1 billion National Innovation and Science Agenda to help to create a modern, dynamic, 21st century economy for Australia. The Agenda will provide incentives for innovation and entrepreneurship, reward risk taking, and promote science, maths and computing in schools. This package focuses on four priority areas:

1. Culture and capital, to help businesses embrace risk and provide incentives for early stage investment in start-ups.
2. Collaboration, to increase the level of engagement between businesses, universities and the research sector to commercialise ideas and solve problems.
3. Talent and skills, to train Australian students for the jobs of the future and attract the world's most innovative talent to Australia.
4. Government as an exemplar, to lead by example in the way Government invests in and uses technology and data to deliver better quality services.

New incentives, such as tax breaks for early stage investors, are being introduced to ensure Australians with new business ideas and new enterprises are able to find the capital to get them started. A culture of calculated risk taking will be encouraged by removing bias against businesses that take risks and innovate through improved insolvency laws.

Greater research-industry collaboration will be encouraged by changing the way the Australian Government funds universities so more university funding is allocated to research when it is done in partnership with industry.

Australian students will be encouraged to embrace the digital age by promoting coding and computing in schools to ensure students have the problem solving and critical reasoning skills for high wage jobs. More women will be encouraged to seek out and remain in science, technology, engineering and mathematics (STEM) related careers.

The Australian Government will link local businesses with other innovative economies through a Global Innovation Strategy including offices for Australian entrepreneurs to launch into key markets. Australia's visa system is being changed to attract more entrepreneurs and research talent from overseas.

The Australian Government will lead by example in the way it invests, uses technology and delivers services. Measures such as an improved government digital portal (GOV.AU, to provide a consolidated access point for many government services) and the Business Research and Innovation Incentive (to transform government procurement by challenging small to medium businesses to come up with ideas to solve some of our policy and procurement problems), will ensure that the Government is digitally transformed and provides better services.

Approximately AUD 50 billion is spent on procurement every year in Australia, but when it comes to how that procurement goes on to foster innovation, Australia ranks only 70th out of 140 countries. The Australian Government's new Business Research and Innovation Initiative is a pilot based on elements of similar programmes in the United Kingdom and United States. Rather than procuring existing products, the Government will be encouraging businesses to develop more innovative solutions to important government policy and service delivery problems, with a series of "challenges" identified by Government agencies. Entrepreneurs will

receive funding to create new products and innovations, while retaining their intellectual property and the right to commercialise the ideas in Australia or overseas. Dependent on the pilot's success, the programme may be expanded to encourage the Australian Public Service to find better ways to deliver services and solve problems.

Finally, the Australian Government will better inform the development of policies and programmes by establishing a new independent body, Innovation and Science Australia, to provide strategic whole-of-government advice on all science, research and innovation matters.

Improving the delivery of services for and with citizens

Key initiatives

The Australian Government recognises that the efficiency and performance of the public sector must continue to improve if it is to meet longer term challenges such as tighter budgets and demand for better-quality services for the Australian community.

An agile Australian Government public sector can carefully manage its own costs, respond rapidly and realign its resources to address changing realities and priorities, to continually serve the Australian people better.

The Australian Government public sector aims to continually improve its ability to:

- Respond nimbly and realign its resources rapidly to address changing priorities.
- Manage costs.
- Utilise the skills and capacity of the private and not-for-profit sectors to deliver services at the same and better levels of quality at reduced cost.

The Australian Government's *Smaller Government* agenda is designed to transform the public service by eliminating waste and duplication. The Government has reduced the number of bodies and consolidated functions into larger portfolio agencies, bringing planned reductions to 286 since 2013. These reforms to date have released an estimated AUD 1.4 billion to fund other policy priorities (2015-16 Budget).

The Australian Government has introduced a whole-of-government Contestability Framework to be applied through the Efficiency through Contestability Programme. The key elements of the Programme are:

1. **Functional and Efficiency Reviews** are commissioned by the Government to consider the role of the agency and its alignment with Government priorities, its programmes, functions, outcomes, purpose and expenditure to identify operational improvements and other efficiencies. Functional and Efficiency Reviews include a Portfolio Stocktake to identify functions in a portfolio at a high level and identify the functions with the greatest potential to be delivered more efficiently through alternative means.
2. **Contestability Reviews** consider in detail how identified functions could best be delivered through alternative means.

The Programme was agreed for three years from 2014-15.

The purpose of the Contestability Programme is to encourage Commonwealth entities to adopt a more commercial mindset and to continually seek ways of improving the performance of existing or proposed government functions. It will support the public sector to adopt more commercial and entrepreneurial approaches to the delivery of government activities. Contestability shifts the emphasis from the function to be carried out to the desired outcome government seeks to achieve.

Building greater regulatory capability within the Australian Public Service is an important aspect of enhancing regulatory policy and governance in Australia. Ensuring that policy makers and regulators have the right capabilities and speak the same language helps governments to pull in the same direction on regulatory reform. Guidance for Australian policy makers and regulators is easily accessible on the Australian Government's regulatory reform website.

The Regulator Performance Framework introduced in 2014 helps strengthen Australian Government regulator capability to manage risks and protect the interests of the community. Efficiently administered regulatory frameworks can improve the operations of businesses, markets and the economy.

Specific training programmes on regulation are provided by the Australian Public Service Commission. For example, the Introduction to Better Practice Regulation training includes an eLearning programme which is available online.

The Office of Best Practice Regulation provides training on regulatory impact assessment. It has developed an interactive online training course in regulatory impact analysis, which is available through the Massive Open Online Course on Regulatory Impact Analysis (OBPR). This online course enables policymakers, regulators and others with an interest in the policy development process to learn about regulatory impact analysis and regulation impact statements in an interactive environment. It is open to anyone in the world to learn more about good regulatory practice.

Building a world class civil service

The Australian Government Digital Transformation Office is working to deliver projects that demonstrate the best ways to achieve rapid transformation, to improve in-house digital capabilities in government agencies, and establish common platforms that help make all of government more efficient. The Office is building digital expertise and capabilities across the public sector, helping to create a world-class public service and a world-leading digital economy.

Since it was established in July 2015, the Digital Transformation Office has:

- Identified Digital Transformation Co-ordinators in almost 100 Commonwealth government agencies.
- Worked closely with 16 agencies that have high-volume services (more than 50 000 transactions per year) to prepare transformation plans.
- Worked through a nine-week design process to create a GOV.AU prototype.
- Announced its first series of Digital Transformation Programme initiatives to improve online government service delivery.

To support agencies to transform their high volume transactional services, the Digital Transformation Office has created delivery hubs in Canberra and Sydney,

where teams building digital services can co-locate in a collaborative working environment. Teams working in the hubs have access to hands-on specialist support, coaching and feedback to help build services that meet the Digital Service Standard. The Digital Transformation Office will continue to grow the hubs, and share more guidance and resources to assist teams elsewhere in government.

For example, a team from the Department of Immigration and Border Protection joined the Sydney delivery hub to build a new service allowing people to book and reschedule appointments for their citizenship test. Appointments are currently booked by staff, and if the time is not suitable, the applicant can experience long wait times on the phone to reschedule their appointment.

In the Delivery Hub, the team are supported by a Transformation Manager, and have direct access to specialists in service design, technology, product and agile delivery. The team share space with other DTO teams and take part in a joint weekly showcase to share their work.

The project completed a six-week discovery, understanding the journey a user takes to become an Australian citizen. The project also completed the journey, and developed a service map, for staff supporting the process. From what they learned, the team then developed an alpha of a new booking service over eight weeks, researching with approximately 30 citizenship applications, and over 100 internal staff. The team are now trialling a private Beta release of the service, providing the online system to 300 clients, across Sydney and Parramatta. The project is being built in line with the Digital Service Standard, and was the first project to pass a DTO Alpha assessment.

The Digital Transformation Office is also building communities of practice across government for service design, development, product management and agile delivery. These communities will collaborate on best practice, showcase ongoing work, and create a space to solve common problems together.

For example, the Cross-Government Service design community is the first professional community of practice established by the Digital Transformation Office. The community currently has over 275 members from Commonwealth, State and Local governments and some government organisations such as Australia Post. The community regularly communicates via an email mailing list where they share resources and experiences. They meet every other month in person to share case studies and help build capability through training.

Strengthening accountability through better performance management and evaluation

Key initiatives

In terms of resource management in the Australian Government public sector, the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) replaced the *Financial Management and Accountability Act 1997* (FMA Act) and the *Commonwealth Authorities and Companies Act 1997* (CAC Act) on 1 July 2014.

Implementation of the PGPA Act is a shift from a compliance-based approach to financial management to a principles-based approach to performance and resource management.

The central theme of the PGPA framework is to support the efficient, effective, economical and ethical use of public resources at the entity level and across the Commonwealth generally. Four guiding principles underpin the design of the PGPA Act[2]:

- Government should operate as a coherent whole.
- A uniform set of duties should apply to all resources handled by Commonwealth entities.
- Performance of the public sector is more than financial.
- Engaging with risk is a necessary step in improving performance.

The PGPA Act came into effect on 1 July 2014 with a view to improve performance, accountability and risk management through a framework that is simple, easy to use and valued by all stakeholders.

The Australian Government's regulatory reform agenda has also strengthened the requirements for regulatory impact analysis and for post-implementation review of significant government programmes. These requirements apply consistently across the Australian Government. The regulatory reform agenda is co-ordinated by the Department of the Prime Minister and Cabinet and supported by regulatory reform units in every ministry.

Regulatory impact analysis and post-implementation review are an important element of policy evaluation used by the Australian Government to inform decision making.

A Regulatory Impact Statement (RIS) must be prepared for all Cabinet submissions as well as for any non-Cabinet decision made by any Australian Government entity if the proposal is likely to have a measurable impact on businesses, community organisations or individuals. Policy developers must consider a range of viable policy options and assess the regulatory costs on affected stakeholders. This includes administrative costs, substantive compliance costs and delay costs associated with complying with proposed regulation.

In addition, post-implementation reviews must be carried out for any policy expected at the RIS stage to have a substantial or widespread impact on the economy. A post-implementation review is also required where the Office of Best Practice Regulation finds that a RIS is non-compliant and in some instances where a RIS sufficiently diverges from best practice.

RISs and post-implementation reviews are independently assessed by the Office of Best Practice Regulation, within the Department of the Prime Minister and Cabinet. The Office maintains a public website to report on compliance with RIS and post-implementation review requirements.

As part of its service delivery reforms, the Australian Government requires all agencies with high volume service transactions to complete a Digital Transformation Plan setting out how agencies propose to transform their digital services. Plans need to have a common whole of government structure and be suitably ambitious. Agencies are required to report publicly each quarter on progress.

Information about the performance of new and redesigned services will be published on a new performance dashboard, being developed by the Digital

Transformation Office. The performance dashboard will give agencies and individuals insight into how successful new and redesigned services are. The dashboard approach will allow services to be compared against a set of metrics making it easier for agencies to determine what is working and why, which will encourage greater sharing of learnings.

Notes

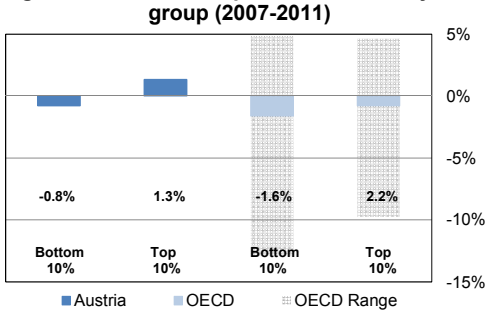
1 For more information about the Standard, please see: www.dto.gov.au/standard/

2 An introduction to the PGPA framework can be found at: www.finance.gov.au/resource-management/introduction/

Austria

AUSTRIA: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

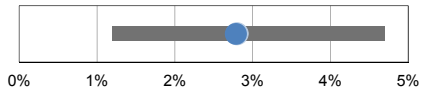
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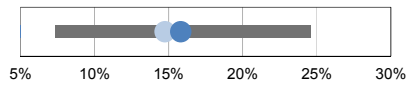
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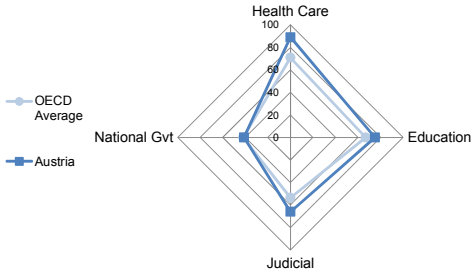
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OECD Range OECD Average Austria

SATISFACTION WITH SERVICE DELIVERY

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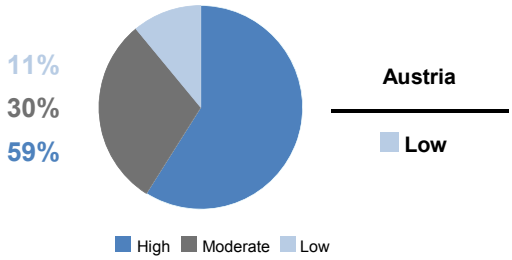
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

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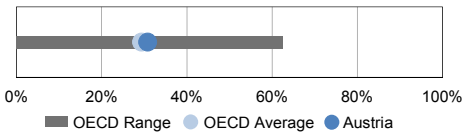
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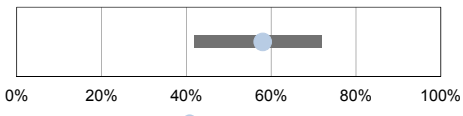
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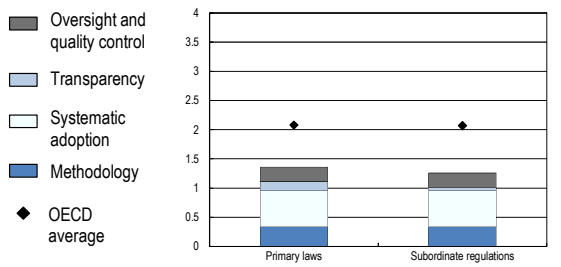
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Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

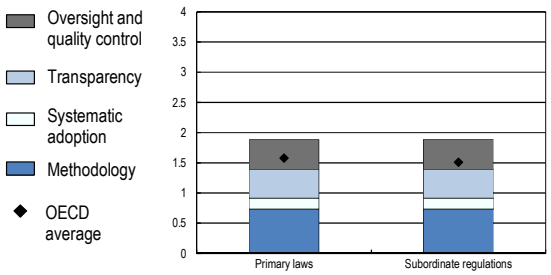
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

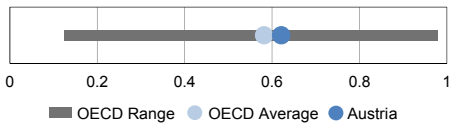
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

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OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Improving the delivery of services for and with citizens

Key Initiatives

At the federal level, the Austrian government launched a comprehensive budgeting and public sector management reform in 2013. The reform introduced performance-oriented budgeting and a system of regulatory impact assessments in order to initiate a cultural change process with the goals of increasing efficiency and effectiveness of service delivery and leading to more transparent processes throughout the public administration. The reform has since initiated further public debate about performance targets, which has led to a number of further large-scale reform initiatives.

Succeeding in such an interdisciplinary cultural change and reform process requires new and improved skills throughout the different levels of the public sector. To provide these skills, guidebooks, checklists and online resources are made available to all public servants. Furthermore, information events, steering group meetings and workshops are held on a regular basis to build trust, provide information and foster peer-learning throughout public sector.

Human resources management and further education plays another crucial role in coping with the challenges of the change process. Seminars addressing the specific needs of different target groups are offered on a regular basis and on demand by the Federal Academy of Public Administration to ensure that individual skills match the needs of the new system.

Another major federal reform initiative was the establishment of the Joint Reform Commission in May 2014. The main goal of this high-ranking commission was to develop concrete measures with the aim to optimise public sector service delivery, to increase quantity and improve quality of participatory measures in order to optimise processes and reform institutions. The measures proposed by the commission were evaluated; the most promising recommendations are currently being developed further by specific working groups.

Digitalisation plays a crucial role in many reform initiatives. IT-based public services are crucial foundations for a modern public administration as they provide essential tools to promote inclusiveness, participation and transparency. At the same time, public policies (and regulations) play a decisive role in protecting individual privacy and online security.

Pioneering e-Government

Austria has been at the forefront for many years in the e-Government sector. Operating on a user-centric model, the federal government has developed and implemented a suite of electronic public services that focus on the users' needs. In order to allow citizens quick access to digital services, "key enablers" were developed and integrate mobile phone signatures with citizen cards. This advanced digital service gives citizens an electronic identification and signature, which provides them access to government services online and in a secure environment. This is an important instrument to foster international services and support the European Digital Single Market.

Service delivery to citizens and businesses is further supported through online access to resources. The one-stop portal help.gv.at provides access to every day

services for life situations and business solutions. The website receives more than 47 million page hits per year. As well, a dedicated one-stop portal for businesses has been established. The site usp.gv.at receives more than 2.2 million page hits each year.

For building trust in e-services, a secure electronic identification system was created, which uses an electronic signature to secure customer transactions. The citizen card provides a user-friendly way to ensure both secure communication as well as confidential handling of personal data. Dedication to cyber security means that the infrastructure, data exchange and identity of the people who use online services are secure. The government provides service users with a one-stop portal, onlinesicherheit.gv.at, to access information related to cyber security.

The secure and unhindered electronic interaction and consistent electronic procedures between businesses, citizens and public administration has increased public sector efficiency, improved the provision of services and aided both domestic and international electronic business transactions. With expertise developed in the e-Government field, Austria has participated in the following large-scale pilots of the European Commission:

- e-CODEX (e-Justice Communication via Online Data Exchange)
- epSOS (Smart open Services for European Patients)
- PEPPOL (Pan-European Public Procurement Online)
- STORK 2 (Secure idenTity acrOss boRders linKed)
- eSENS (Electronic Simple European Networked Services)

Austria is also using e-Government as a lever to increase the transparency of state activities and to intensify the democratic participation of the citizens. The government's one-stop open government data platform can be found at data.gv.at, which facilitates a comprehensive overview of freely accessible, national and non-personal data of public administration. By allowing access to non-personal information, businesses and developers can use data to develop new products and services, which promotes economic growth in Austria.

Building Trust

Transparency is one part of an overall strategy to build trust in the Austria public service. For several years, Austria's federal public administration has been engaged in a number of far reaching reforms that aim to increase accountability, transparency and efficient use of public resources. The new (IT-based) services described above seek to improve the delivery of public services while at the same time decreasing administrative costs.

Getting different stakeholders from within the public administration on board turned out to be essential to the success of these reforms. Public servants believed that these reforms were not top-down directives, but rather tools to promote and improve their own work. Furthermore, a lot of emphasis was placed on "getting the information out".

All these efforts will increase trust in government in the long run. However, Austria does note that it is difficult to measure these effects quantitatively as trust is earned very slowly and lost quite quickly. Therefore, additional research on the

mechanics of trust, ways to monitor progress and long term impacts of this notion is relevant and timely.

Promoting Gender Balance

In order to promote diversity and inclusiveness, a modern public service has to be open and flexible to mirror our fast-changing modern society and support heterogeneous and individual life choices. In this context, the Austrian administration aims to strengthen gender equality policies by enforcing a higher level of vertical and horizontal policy coherence. Austria endeavors to streamline policies in one coherent system ranging from the budget level to the level of individual projects and regulations.

The federal government has designed its budget system to be explicitly responsive to gender issues. Each government ministry must include at least one gender objective among its small number of overall key objectives, which in turn forms the structural basis for allocating resources and annual *ex post* reporting to parliament on its impacts and indicators. In addition, the government ran a series of workshops to better align different gender objectives and indicators to improve the horizontal co-ordination between different policy actors.

Downstream, on the level of individual regulations and projects, the assessment of impacts on the equality of men and women is mandatory in all Regulatory Impact Assessments (RIAs). Areas to be screened for gender impacts include benefits granted by the government to citizens and businesses, education, employment, income, public revenues collected, health, and political participation.

Furthermore, many federal institutions explicitly included intra-institutional gender objectives in their outcome-oriented budgets. This connects outcome-oriented budgeting and resource allocation with the overall commitment of the Federal Civil Service to ensure equal opportunities for the female and male members of its staff.

One of the central issues in the context of ensuring equal rights in the workplace is the representation of women in managerial positions. To measure and control the relevance of women in managerial positions, a gender auditing was established. Additional measures that have been taken include:

- An indicator-based controlling system under which the Federal Ministries set concrete targets for the proportion of women in the highest salary brackets.
- A National Action Plan on "Equal Opportunities for Women and Men in the Labour Market" based on Section 6a, Federal Equal Treatment Act.
- Promoting parental leave for fathers.
- Early parental leave for partners.
- And, cross-mentoring for women in the Federal Civil Service.

Figures from 2014 show the strong impact of policies on gender equality in the Federal Civil Service:

- Proportion of women working in the Federal Civil Service is rising continually, currently reaching 41.4% of all staff.

- Even stronger rise (6.4%) of women in managerial positions.
- Around 20% of the Federal Civil Service's top level of management (directorates-general) are women (compared to 2.5% in 1995).
- The gender pay gap in the Federal Civil Service was reduced continuously (from 13.3% in 2012 to 12.5% in 2014).
- In total, more than 1 083 early parental leaves for partners have been taken.
- And, around 750 mentors and mentees have accessed the cross-mentoring programme.

Reaffirming Core Values

At the federal level, core values like legitimacy, lawfulness, accountability, impartiality, transparency, diversity, sustainability or flexibility are encouraged in order to create a framework of guiding principles. This framework defines our way to work within the organisation and shapes the relationships to our stakeholders. Furthermore it plays a crucial role in terms of identification and identity. Within the framework of these core values, federal authorities had to elaborate individual mission statements. The Federal Chancellery played a crucial role in supporting the federal ministries to enhance the quality of these mission statements.

However, senior executives need to show willingness and leadership skills in order to ensure that core values are accepted among public employees and brought to life. To ensure its commitment, most federal authorities actively involved senior leadership in their mission statement process. Getting the management on board showed to be the crucial challenge in the implementation phase.

The mission statement processes, along with the definition and broad communication of the respective authorities' core values, have led to an increase in identification of the civil servants with their ministries. From the results of an evaluation, it was found that, in conjunction with the introduction of performance orientation, the mission statement enabled public employees to see their work in a bigger picture, leading to a higher level of satisfaction and commitment.

Despite the departmental autonomy, the Federal Chancellery set one core value for all ministries: gender equality. Each federal authority must include at least on gender related performance target in its overall key objectives. This led to a major increase in awareness for this important issue and promoted the development of multiple measures to ensure gender equality within the public sector and society.

Strengthening accountability through better performance management and evaluation

Key initiatives

Government-wide evaluation system

Since 2013, Austria's Federal Constitution commits government to outcome-orientation goals as a principle of performance management. This is especially important regarding the objective of achieving de facto equality between women and men. This means that the actions of public administration are no longer exclusively

based on the available resources (i.e. input), but rather that the desired outcomes and the outputs required of public administration in order to achieve these goals play a central role in policy making.

Regulatory impact assessments are used to implement the principle of outcome-oriented budgeting in the policy making and evaluation process. All new laws, regulations and bigger projects, will be discussed on basis of their desired outcomes and outputs and their success will be measureable by the use of indicators. The impact dimensions evaluated by RIAs include:

- Financial impacts
- Impacts on the overall economy
- Impacts on small and medium-sized enterprises
- Environmental impacts
- Impacts in the field of consumer protection policy
- Impacts on administrative costs for citizens and enterprises
- Social impacts
- Impacts on children
- Impacts regarding equality of women and men

Only substantial impacts are identified and subject to in-depth assessment. The RIA examines precise questions and the most relevant impacts, which allows for a 360 degree analysis of the expected impacts.

Impact assessments accompany the draft legislation through the legislative process, from preparation to parliament and, finally, evaluation. The Federal Performance Management Office at the Federal Chancellery ensures the uniform and high quality of the impact assessments.

After a maximum of five years, the projected indicators and milestones for the defined objectives and expected impacts are evaluated. Additionally, the existence of any further impacts is ascertained. Based on these findings, any existing potential for better achieving the defined objectives, cutting costs or reducing unintended effects is shown. Evaluation results are published on a yearly basis by the Federal Chancellery and discussed by the Federal Parliament.

Also, Performance Information, which is contained in the annual Federal Budget, and performance results are evaluated every year by the line ministries so that any deviation from the plan can be detected in good time, and suitable steps taken to correct it. The Federal Performance Management Office at the Federal Chancellery ensures in collaboration with the line ministries a uniform, high quality of the performance management system, using a state of the art web based database and evaluation tool (see below).

Evaluation outcomes are used to identify potential for increasing the effectiveness and efficiency of the public administration. This is accomplished by taking into account the results from evaluation when developing the next strategic plan. As a result, the performance management cycle comes full circle. Evaluation results are

observed and commented on by the federal court of audit and discussed by the national parliament as in integral part of the yearly budget process.

Performance management

In the wake of the new federal budgeting law, performance orientation has been implemented and a new management cycle has been introduced in Austrian Public Administration.

Every spring, each Ministry and Supreme State Organ presents a multi-annual strategic plan, which is elaborated in the Strategy Report on the Medium-Term Expenditure Framework.

This broad strategy is specified for each financial year in the annual Federal Budget, by means of outcome and output statements. Outcome statements set out the effects to be achieved in society. Outcome and output statements are meant to provide orientation for Parliament and the interested public regarding the priorities to be pursued by the respective Ministry or other public body in the next financial year.

Within public administration, the implementation of these priorities is ensured by means of performance mandates. These set out the operative work plan of a particular administrative unit for the following four financial years.

The benefits of this approach lay not only in defining policy goals at different levels but, in particular, in ensuring their achievement through management by objectives. Appraisal interviews form a further key element of the system, as it is there that each employee's contribution to achieving the respective public body's objectives is defined.

In 2015, the technical foundations of the system were greatly improved and support line ministries in their Performance Management capabilities. Also, the new system provides transparent factual information to the parliamentarians and the interested public. A state of the art web based database forms the basis for integrated reporting and for presenting data in a management cockpit. Visualisation of the data in app-style graphs and figures allows easy access and intuitive navigation.

Identifying what works

To launch the optimisation circle in an early stage of the implementation process, an independent study was commissioned by the Austrian Federal Chancellery to identify major strengths and weaknesses and develop first recommendations to improve the Austrian performance management system. The main outcomes were:

Regarding the optimisation of the performance management system:

- Stronger interlinkage between outcome orientation and organisational structures (accountability)
- Increased usage of operative work plans for organisational steering
- Capacity building (human resources, structures, among others) and reduction of administrative burden
- Improved coherence between strategic documents
- Use of performance information for political debate

- Further development of performance goals and indicators
- Integration of performance information in human resources management
- User-oriented communication of added value
- Improved co-ordination of budget- and performance process
- Improved co-ordination and pursuit of cross-sectional goals (gender equality)
- Increased cross-sectional exchange and "peer-learning"
- Consideration of evaluation results
- Strengthening the roles of the "Watchdogs" (National court of audit, Parliamentary budget office)
- Increased transparency of budget documents

Regarding the optimisation of the RIA system:

- Centralisation of internal processes (capacity building)
- Improving the quality of evaluation
- Introduction of a gradual approach, with the aim to increase efficiency and effectiveness of the RIA system
- Improved examination and quality assurance of impact dimensions by the responsible ministries
- Further development of IT-systems, with the aim to support the policy process and increase transparency

As a result of the study and first experiences of the major stakeholders and line ministries, the RIA system was optimised by introducing a new gradual approach, allowing the line ministries to focus their impact assessments on priority areas and to free resources for an improved evaluation process.

The results of the study were made available to all major stakeholders and the general public.

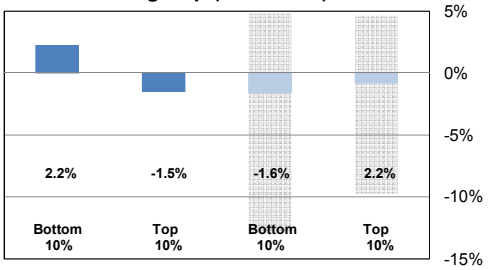
Programme piloting

In the run-up to the federal budget reform of 2009/2013, elements of the new system (global budget, use of performance indicators) were piloted in several agencies ("Flexi agencies"). The positive results of the evaluation were a main driver for the implementation of the Austrian performance management system. Several aspects of the evaluation were considered in the design and development of the system.

Belgium

BELGIUM: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

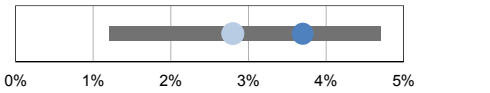
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

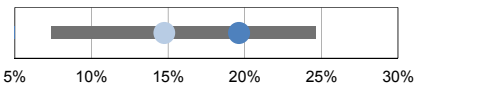
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



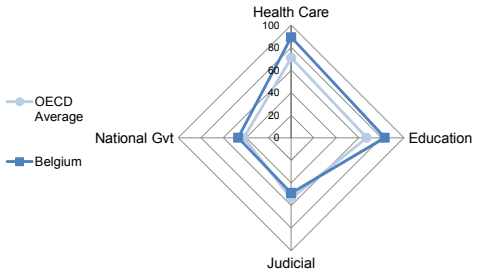
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average Belgium

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

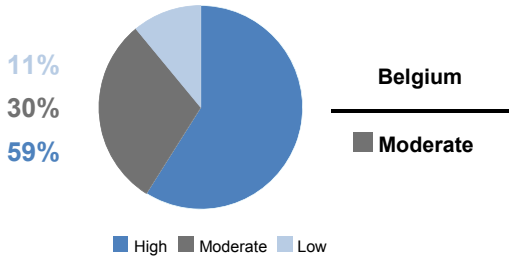
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

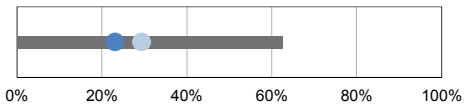
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

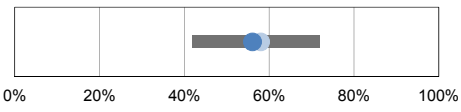
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

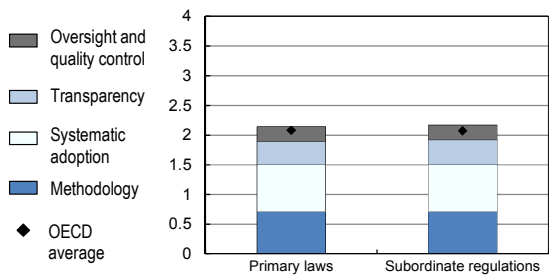
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

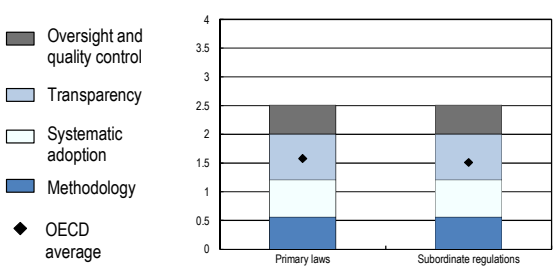
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Source: OECD Regulatory Policy Outlook 2015

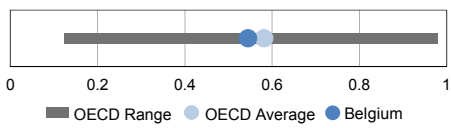
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

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Source: 2014 OECD Survey on Open Government Data

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Engaging with citizens and businesses for more inclusive policies and services

Key Initiatives

In July 2015, the federal Council of Ministers gave the green light for an ambitious open data federal strategy. This new strategy mandates that all public data become open and free to use by anyone interested. Proposed by the Minister of the Digital Agenda and Telecoms and the Secretary of State for Administrative Simplification, the strategy is an important step towards reinforcing the digital ecosystem in Belgium and the evolution towards a leaner, efficient and modern administration.

To implement the strategy, the Council included a vision and a series of concrete action points to be completed by 2020. In addition, a the strategy is supported by a draft law that will regulate the reuse of public information by transpose European Directive 2013 PSI on the re-use of public sector information. This is an essential component of the European Open Data strategy and Digital Agenda.

The bill has been approved by the Council of Ministers at first reading and is now sent for an opinion to the State Council and the Privacy Commission. However, implementation of the strategy has already begun.

Concretely, the law intends to have three significant impacts on public service users:

1. The draft law transitions all data to "open by default".

All data collected by public authorities will become freely available and reusable. Only safety or privacy protection concerns can limit the open status of the data. This reverses the current approach to data, which has been to allow open data by exception only.

In practice, this means that anyone can now re-use public information for any purpose – commercial or otherwise. For example, app developers will now have easier access to public data, such as the timetables for the national rail service, the expenditure budgets for the Federal state, or weather forecasts from the Royal Meteorological Institute.

Public authorities will be required to make data freely available. Only contributions to the provision of costs (for example, storing electronic media) can be claimed. Moreover, only public authorities that need to generate income from the provision of data (such as libraries, archives or museums) can still apply higher costs to data users.

2. The strategy implements a package of measures to stimulate the reuse of data and eliminate barriers

Agoria, the federation representing the technology industry, estimates that opening government data could generate up to EUR 900 million in net profit. To maximise this effect, the strategy includes 15 guidelines that make full use of the economic potential of open data. These guidelines aim to:

- Encourage free reuse of data without reference to the source. This facilitates the combination of data groups for the development of innovative applications.

- Ensure data is given, as much as possible, in technical formats that facilitate reuse (e.g., Excel instead of PDF or CSV instead of Excel).
- By 2020, make federal data proactively available and not only on request by citizens or businesses. Requiring access requests is a barrier to the use of data as users do not always know what data is stored by the government. Only once data can be examined are the application possibilities evident. Authorities will prioritise the release of data according to public demand.
- Create a single federal portal that will allow access to public data
- Promote maximum continuity in data to ensure that re-users of data can count on the availability of data in the future.
- Mandate that each public service provider develops an open data strategy and appoint an "Open Data Champion" responsible for ensuring the implementation of the strategy.

3. Give special attention to protecting privacy

In the current 'big data' environment, where huge amounts of data can be crossed and combined, the protection of privacy is a major point of concern. To ensure privacy concerns are met, data and public documents containing personal data will not be released unless the data can be made entirely anonymous. In addition, measures will be taken to implement the maximum level of privacy. To achieve these goals, experts from the Privacy Commission will advise public service providers on their open data strategy and anonymisation techniques.

Reducing Administrative Burdens

In order to alleviate administrative burdens on public service users, the federal government enacted Only Once law. Entering into force on 5 May 2014, the new law is based on the principle that users' information and data should be collected "only once" and then re-used by all of government. By doing so, the public administration processes are simplified and obligations for citizens and enterprises to provide information are limited. The law aims to avoid the need for citizens and enterprises to repeatedly communicate the same data to public authorities.

In order to limit the need to ask citizens for data they have already provided prior to the enactment of the law, public authorities are mandated to first seek already available data in "authentic sources" before asking for information from service users. In addition, the law intends to stimulate the use of electronic forms by giving them perfectly equal value to paper forms. Thus, public servants are encouraged to use and accept electronic submissions from users, which will ultimately improve the collection and re-distribution of information.

More precisely, the law requires the federal public services to:

- Use unique identification keys to identify all public service users. For individuals, this key is either their national registration number or their identification number from the Banque-Carrefour des Entreprises. For enterprises, their business identification number or legal persons identifier is used.
- Make use of already available data in authentic sources to which they have access or made available by the service integrator.

- To ask the Privacy Protection Commission, or one of its subcommittees, to provide authorisations to have access to necessary available data.

In addition, the law expands the above obligations to allow the use of other unique keys for identifying other objects or entities in the authentic sources. Finally, the Act requires that all service delivery units provide their electronic or paper forms to the Agency for Administrative Simplification to be reviewed and verified in accordance with the new law. Citizens and enterprises are also entitled to report forms contrary to the Act to the Agency for Administrative Simplification for review.

The law was fully in effect as of 14 June 2014. A transition period for services that do not use unique numbers or must still apply for access to authentic sources ended as of 1 January 2016. The transition period did not apply to public services that already had access and permission to use authentic sources.

Stakeholder consultations

At the federal level, the government engaged in a series of stakeholder consultations on the digital economy. As a result, the government enacted the "Digital Belgium" action plan, which aims to increase growth and employment through digital innovation. Launched in April 2015, the plan outlines the long-term digital vision for Belgium and translates this into five clear, specific priorities that aim to place Belgium more firmly on the digital map. These priorities are:

1. Digital infrastructure
2. Digital confidence and digital security
3. Digital skills and jobs
4. Digital economy
5. Digital government

For each priority, three to six priority projects were elaborated. By 2020, the action plan seeks to accomplish three priority goals: first, place Belgium into the digital top three of the European Digital Economy and Society Index, second, create 1 000 new start-ups and, last, create 50 000 new jobs in a variety of sectors.

Supporting the development of the action plan, the "Digital Minds for Belgium" was established. The Digital Minds are a group of 20 Leaders with rich digital experience from ICT companies, businesses and universities.

Innovative policy design for inclusive growth

Key initiatives

To improve policy design, the federal government requires that Regulatory Impact Assessments (RIAs) be conducted for all new regulations as a preliminary assessment of potential consequences and collateral impacts of regulatory projects on economic, social and environmental domains and on public authorities.[1]

Defined using a sustainable development approach, Belgium's RIA process requires that draft regulations be examined according to 21 themes. Four of the 21 themes address specifically gender, small- to medium-sized enterprises (SMEs), administrative burdens and policy coherence.

As of 15 December 2013, all new regulations being submitted to the Council of Ministers must contain a RIA. In doing so, Belgium made headway in improving the quality of government regulation.

Moreover, the RIA requires two screening tests to be submitted. First, the Kafka Test is used to screen proposals to assess their impact on administrative burdens for businesses and citizens. Second, the Sustainable Development Impact Assessment (SDIA) screens the impact of draft regulations in terms of sustainable development.

The Administrative Simplification Agency (ASA), an independent agency within the Chancellery of the Prime Minister, co-ordinates the Belgian federal RIA in partnership with four other Ministries: the Ministry of Economy, the Institute for the Equality of Women on Men, the Institute for a Sustainable Development and the Ministry of Development Co-operation.

The introduction of the RIA has received an encouraging welcome by the parliament and the stakeholders (federations of enterprises, trade unions, and consultative councils), thanks to its potential to strengthen policy coherence.

In order to promote a whole-of-government approach to policy design, the federal government approved a long term vision for sustainable development in May 2013.[2] The vision seeks, by 2050, to establish Belgium as an inclusive society with a protected environment, an economy adapted to economic, social and ecological challenges, and socially responsible federal authorities.

The long-term vision establishes four main challenges, objectives and indicators for the federal public service to address. The objectives are linked to federal competences like fighting poverty, public health, mobility, energy, climate change, consuming and production models, finance and development co-operation. These indicators allow for the government to monitor the implementation of the vision.

Implementation is established through a five-year Federal Plan for Sustainable Development framework. These plans include actions and measures that gradually move Belgium towards an inclusive society that respects the environment and an appropriate economy that serves the economic interests of that time. The next Federal Plan for Sustainable Development, based on this long-term vision, is currently in development.

This long-term vision was co-ordinated by the Federal Institute for Sustainable Development (before 2014, known as the SPP Sustainable Development) in collaboration with the Interdepartmental Commission for Sustainable Development and with contributions from the Federal Planning Bureau, the Federal Council for Sustainable Development and the Parliamentary Commission Climate and Sustainable Development.

The federal government also seeks to better anchor social responsibility into the structure and processes of the public service in order to support inclusive policy design. To implement this strategy, the Federal Institute for Durable Development introduced the new ISO 26000 standard in 2011, which further embeds corporate responsibility into the structure and processes of the Federal Public Service.

The new standard encourages federal public service departments are to integrate sustainable development standards in their strategic objectives for management plans or administration contract and to ensure reporting as part of a sustainability report. Created in 2014 by six federal administrations, sustainability reports are based on

Global Reporting Initiative (GRI) principles. Those principles intend to allow federal administrations to elaborate a strategic managerial vision in engaging themselves on the long term.

Improving the delivery of services for and with citizens

Key Initiatives

In order to strengthen the civil service's ability to deliver services, the federal government has implemented evaluation cycles to promote efficiency in the Federal Public Administration.[3] Evaluation cycles contribute to a continuous development process based on direct and structured communication between leader and employee, both of whom are responsible for realising the objectives of the administration and the achieving results. The assessment guides the career development of staff members.

These cycles examine the organisation, the team and the individual in order to:

- Improving the functioning of the whole organisation and the achievement of its objectives in terms of skill development objectives for the teams and all staff members (managers and employees).
- Empowering staff and increasing their motivation through greater involvement.
- Establishing optimal communication between leader and employee.

As well, specific evaluation systems exist for the managers and the scientific staff.[4]

Federal organisations are provided access to an application for the digital management of the evaluation cycles. This online application, called Crescendo, allows individuals to fill in and managing the evaluation cycle documents. These documents include: assessment cycles, competency profiles and details of the job description being evaluated. The use of Crescendo is not mandatory – each federal organisation can choose whether or not to use the programme.

To support the evaluation cycles, two leadership development programmes have been initiated at the federal level to build the leadership skills of management.

First, the Vitruvius programme aims to develop human-centered leadership. The programme targets middle and top managers, preferably having:

- A minimum of five years of experience, with at least one year in a management function within the federal administration.
- A level A (or similar function) or mandate function.
- A key role in the organisation in terms of leadership and internal culture development.

Moreover, Vitruvius has three primary objectives:

- To stimulate an administrative culture that is human-centred, challenging, and focused on relationships and inspiration.
- The development of the organisation, starting from the specific leadership and organisational development needs.

- The individual development of the relevant leaders, starting from the specific context individual development needs.

Participants run through a cycle that lasts 23 days spread over 8 months, providing additional days for working on the preparation, peer coaching and intervisions. In total, the programme then spans about 40 work days per year.

The programme curriculum is constructed, in large part, by the participants themselves based on their learning agendas. The learning process always aims to achieve a balance between group and individual learning. Top management creates a shortlist of interested candidates, prioritising their acceptance in the programme by examining the vision, strategy and needs of their organisation, as well as the motivation and key roles of candidates. Then, candidates are invited to an interview to consider whether their motivations and expectations correspond to the goals of the Vitruvius programme.

The second programme, In Vivo, was created to increase the change capacity of the public administration by developing managers who will then establish or perpetuate a culture of integrity and leadership inside the federal administration. This new culture is centered on a human, solution-oriented and relationship building ideology.

The programme is structured around four dimensions, symbolised by the four leaves of the lucky clover. If any one of those leaves is missing, the clover becomes ordinary and misses that element that makes the four-leaf clover special. Those four dimensions are:

- Transforming your organisational culture. Leaders identify key people who will have the potential to make a difference based on the context and evolution of the organisation's needs.
- Develop your leadership. Participants will be invited to follow a custom path to becoming the change they want.
- Co-create networks. The programme allows participants to share their experiences and best practices, which develops their network and provides leverage for sustainable change and deep culture within the entire federal government.
- Learn or leave. Leadership cannot be learned in a classroom – it is only developed from within the participant and through encounters with others. The In Vivo team encourages inductive learning through organic and relational teaching material, which takes into account the context for the participant and supports the learning process.

Similar to the Vitruvius programme, top managers of each organisation identify potential candidates wishing to enrol in the In Vivo programme. They choose candidates based on the vision and strategy for leadership development for their organisation as well as the motivations and role of the candidate. Shortlisted candidates will be invited to an interview.

In Vivo builds on the basis of the Vitruvius project and includes the following modules:

- Orientation intake
- Individual coaching

- Team coaching
- Peer coaching
- Mindfulness
- Co-creative networking
- Change for human culture

The capacity of the Federal Public Administration is also supported through E-Learning programmes. These programmes are administered by the virtual campus of the Federal Administration Training Institute, an on-line training space where the whole civil service can rapidly and efficiently develop their skills in various domains.

The campus provides a multiple training opportunities through e-learning and blended learning (mix of various training methods). It also allows civil servants to access training at their workplace or at home, according to their own learning rhythm and availability.

In order to promote more inclusive service delivery, the federal government also implemented a number of reforms addressing gender and diversity in the public administration.

First, to improve gender balance, quotas were introduced in 2012 for senior management positions.[5] The objective of the quotas is to reach 1/3 of women in these senior positions.

Another initiative is Felink, which is a network aimed at bringing together women wishing to establish links and exchange professional experiences. The programme supports women in the federal administration in the development of their network and in their personal development and career. Felink also supports diversity by creating awareness of gender issues for women and men.

The programme recognises that more than half of the federal administration workforce is women, yet only 14.3% hold management positions. Establishing a network helps women develop their skills and establish their personal network earlier in their career, which affects their career opportunities.

Felink primarily offers women an official network to meet, establish contacts and exchange experiences. It is an independent initiative that is founded under the policy of diversity within the federal government.

Second, in order to help the federal civil service reflect the increasing diversity in the labour market and profile of labour market users, Belgium has developed an international best practices guidebook. This guidebook developed in the context of the Law of 10 May 2007 that was designed to combat discrimination in the work place. Based on the human resource management policy of "diversity management," this guide provides civil service employees – specifically those involved in projects to promote diversity – a manual of practical advice and examples of actions that can be implemented to promote diversity in the public service.

The goal of diversity management is to establish respect for differences between values, attitudes, behaviour patterns and lifestyles in accordance with the principles of democracy and equality that underpin society. This requires that all civil servants to respectfully interact and communicate with others, benefit from differences, and avoid behaviour that would promote social exclusion, withdrawal or judgement. The

guidebook seeks to achieve this by demonstrating international best practices that focus on promoting sexual equality, involving disabled people in public service employment, and employing individuals with foreign backgrounds. It also encourages the inclusion of other target groups, including sexual orientation, physical appearance and age. As a result, both social and economic issues are addressed and improved for citizens.

Diversity management is further encouraged through the establishment of the annual Diversity Day. The objective is to educate federal officials about the importance of interacting with colleagues, partners and citizens with respect for their cultural differences.

The federal government has taken steps to affirm the core values of the civil service by establishing an ethical framework, which aims to provide structured principles that civil servants should abide by.[6] These principles include conformity to international obligations and recommendations. The core values of the ethical framework are:

- Respect: Agents must refrain from any harassment.
- Impartiality: To provide good service, agents must ensure equal treatment of all users.
- Dedication: Agents must strive to make careful decisions and management must help develop the skills of their staff.
- Loyalty: Agents must be loyal to the institutions, regulations and implementation of the policies of government.

The purpose of the ethical framework is to encourage employees to live by the above values every day. This way, together, they can achieve a better functioning state and strengthen citizens' confidence in government.

In order to encourage adherence to the ethical framework, a federal whistleblowing law was brought into force in 2014. This new law enshrines protection for any public servant who reports on a suspected infringement to integrity in their organisation. This law follows on obligations and recommendations from international organisations (UN, OECD, European Council and EU) in order to improve the public governance and is part of the federal integrity policy. This includes both offenses that may be criminal in nature (for example, corruption or misuse of public money) or can be an offense to the moral norm (for example, non-compliance with the working time). A public servant can report the following through the official complaints process:

1. A violation of Federal regulations or internal regulations and procedures, which opposes the standards and values of the public service.
2. An unacceptable risk to the life, health or safety of persons or the work environment.
3. A serious breach of the obligations or good management of a federal organisation.
4. Encouraging a staff member to commit an offense against the integrity of the public service.

Harassment, discrimination and complaints about utility service benefits have alternate complaint processes overseen by other regulations.

If the reported information appears to be a reasonable suspicion and was revealed in good faith, the whistle blower will be protected against prejudicial consequences on his or her working conditions. Alternately, any unfair reporting will be sanctioned.

Strengthening accountability through better performance management and evaluation

Key initiatives

As part of the Federal Public Administration modernisation agenda, the Council of Ministers approved a project to optimise the federal public administration in July 2015.[7] This project, which is part of the government agreement, aims to increase the efficiency of the public services and improving the service to citizens and enterprises through the integration and improvement of the common process.

The project includes six areas to be examined:

1. Standardise the federal purchasing policy by co-ordinating them centrally.
2. Improve the perception of government revenues and reduce the tax gap by focusing on tax compliance.
3. Optimise the management of governmental real estate assets by optimising the use of occupied spaces and operating costs, refine and optimise the role of government in the management and operation of buildings, link building management and facility management, and achieve efficiency by seeking synergies with other building managements.
4. Operational excellence in the field of security.
5. Operational excellence in the field of health.
6. Integration of the service processes in the vertical federal public services and in other federal public services (horizontal integration). This requires that the number of federal public services will be reduced and support functions, like human resources, IT, communication, budget and control, become integrated.

In order to implement the project, the government proceeded in two stages: first, a three level structure (six project groups, one programme group and one steering committee) headed by the Council of Ministers was created. Second, government kicked-off of the project groups. The first five projects began in October 2015, with the last project seeking completion by January 2017.

In order to evaluate the performance of programmes and policies, the federal Council of Ministers approved a proposal to establish the organisation, structure and financing of the Joint Internal Audit Service (SCAI). To be created by July 2016, the SCAI is being established as a common internal audit service to promote efficient policy making. 21 federal organisations will participate as part of the SCAI. Other public organisations can join, so long as the responsible Minister agrees and financing is arranged with the SCAI.

The SCAI will be a unit within the Federal Chancellery with a dedicated budget paid for by participating organisations. The budget for the SCAI will be released and granted on 1 January 2016, which will allow the service to begin the appointment process for its Head of Internal Audit Activities (RAI).

Performance management

The federal government also took steps towards strengthening their performance management system. Beginning in 2016, "administration contracts" have to be signed in each federal public service between the minister and the leading civil servant. This administration contract lasts for three years and is operationalised through annual administration plans. This provides a three-year time horizon for strategic planning. The public service submits a new draft management contract to the Minister or Secretary of State no later than six months prior to the end of the original contract.

The administration contract includes the strategic and operational objectives concerning the efficient execution of all the missions and tasks of the organisation, which are to be formulated according to the SMART principle (Specific, Measurable, Acceptable, Realistic, and Timely). As well, these strategic goals and operational objectives are formulated concerning the internal functioning and management of the federal public service. These goals address:

1. Improving efficiency and reducing costs
2. Administrative simplification
3. Improving customer orientation or the relationship with the user/citizen
4. Sustainable development
5. Promoting equal opportunities
6. Improving internal controls and audits
7. Collaborating with other services

Administrative contracts also include result indicators and critical success factors for each objective.

Every three years, the Federal Public Service (FPS) Personnel and Organisation department and the FPS Budget and Management Control department globally assess the development and application of contracts and management plans for the public service and public service programming. Based on this, the two departments will formulate proposals for improvements. These proposals are made into reports and presented to the Minister responsible for Government Administration and the Minister responsible for the Budget.

Transparency

To promote transparency in government, the federal Council of Ministers directed the Federal Public Service to establish a sustainable social balance report in 2014. This report is published to enhance the transparency of the public services. The main objectives of the report are to enable strategic and sustainable HR policy, provide transparency to stakeholders, facilitate quality benchmarking, create sufficient data for evaluation, and provide information on the functioning of federal organisations.

The sustainable social balance includes ten domains or chapters, each of which is measured using various indicators. These domains are:

- The staff (data on number of staff)
- The workforce (number of available workforce, taking into account leaves and absences)

- Personal development and skills (indicators on training)
- Career (indicators on recruitments, promotions, evaluations, etc.)
- Staff turnover
- Well-being, work organisation and conditions
- Social dialogue, participative management and staff rights
- HRM strategic organisation
- Diversity
- Societal impacts (energy, waste, etc.)

Based on provisional data from 2013, the first sustainable social balance report was published in April 2014. A consultation will be organised with college presidents, chief executives of public institutions and leading social security officials of OIP. Sustainable social report will then be put to the agenda of the Council of Ministers. If necessary, a legal framework will be developed, which will require federal organisations to publish annually a lasting social balance report.

Encouraging efficiency

The federal government also seeks to improve accountability and encourage innovative policy making by creating the Optifed programme. This new programme aims to achieve sustainable savings and to improve the functioning of the federal administration through better collaboration between public services. Optifed identifies good efficiency practices and then implements these programmes in order to maximise service delivery.

The internal unit that supports the programme was created in March 2012, under the authority of the Prime Minister, the Minister for the Budget and Administrative Simplification, and the Secretary of State for the Civil Service and Modernisation of Public Services. This unit is staffed by internal federal government experts and works intensively with leading officials from three colleges.

The programmes of action for the Optifed unit are:

- Costing-out: reducing the price differences between Federal Public Service in existing delivery contracts, in order to obtain the best price.
- Procurement Governance: creating economies of scale when purchasing standards.
- Operational excellence: streamlining business processes.
- Transversal ICT: Creating savings by installing common ICT services.
- Human capital: optimise the use of expenditures related to staff.
- Process revision: fundamental revision of the service models and decision processes.
- New way of working: reviewing how to manage work organisation and organisation culture.

- Levers: Develop levers to support the optimisation processes. These levers are a structural base on which the Federal Public Service can rely for their decision making, the allocation of budgets and the review process.

The federal organisations may introduce projects in the framework of one of these programmes. Those projects have to be cross-cutting, generate no recurrent additional cost and need to have a direct impact on the improvement of the functioning of the service.

The projects are analysed by Optifed and the budgets are approved by the Council of Ministers before their implementation.

Notes

1 For more information, see: http://www.simplification.be/content/analyse-d-impact-air.

2 For more information, see: http://fido.belgium.be/fr/content/vision-long-terme-pour-le-developpement-durable.

3 For more information, see: www.fedweb.belgium.be/fr/evaluation/cycle_evaluation_membres_personnel/steun_aan_de_implementatie_van_de_evaluatiecycli/crescendo.

4 For more information, see: http://www.fedweb.belgium.be/fr/evaluation.

5 For more information, see: www.fedweb.belgium.be/fr/a_propos_de_l_organisation/administration_federale/mission_vision_valeurs/Egalite_des_chances_et_diversite/egalite_hommes-femmes.

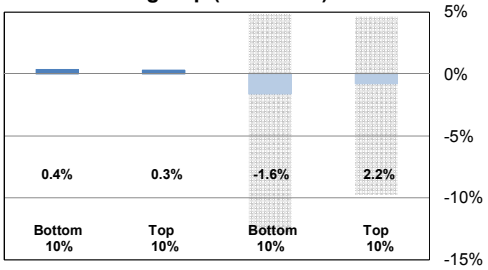
6 For more information, see: www.fedweb.belgium.be/fr/a_propos_de_l_organisation/administration_federale/mission_vision_valeurs/politique_federale_d_integrite/deontologisch_kader.

7 For more information, see: www.fedweb.belgium.be/fr/actualites/2015/20150703_optimalisatie.

Canada

CANADA: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

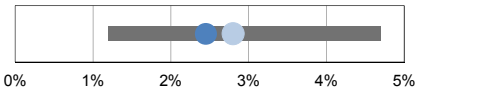
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

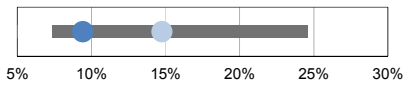
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



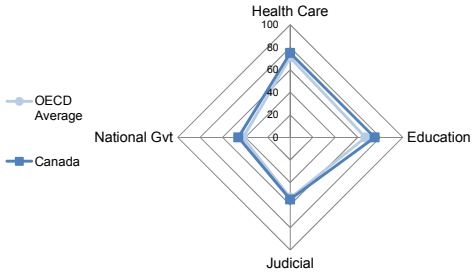
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average Canada

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

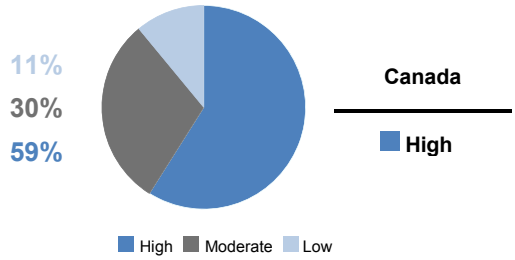
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

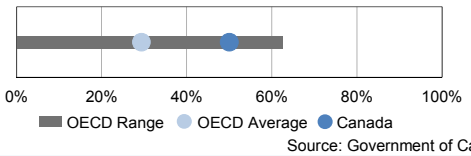
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

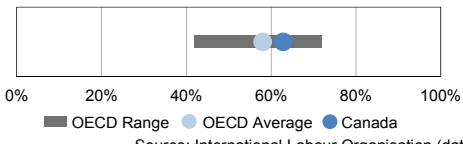
GENDER BALANCE

Share of women ministers (2015)



Source: Government of Canada

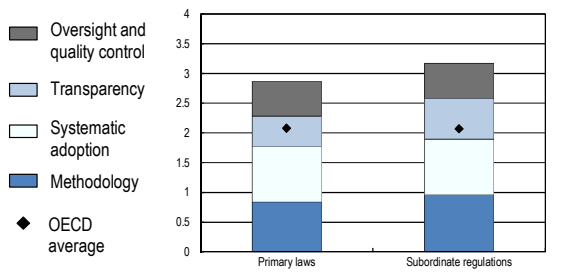
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

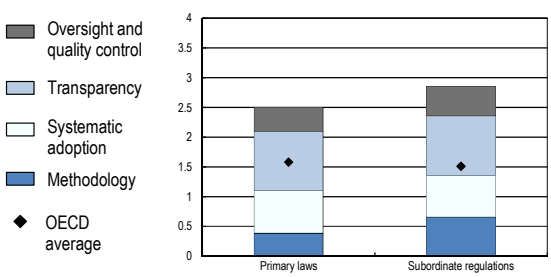
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

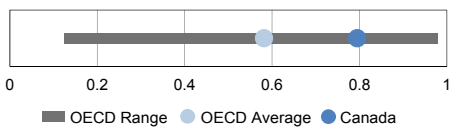
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key Initiatives

Government of Canada has recently made a number of important commitments on open government and transparency. Budget 2016 highlights that "Open and transparent government is good government. It strengthens trust in our democracy, and ensures the integrity of our public institutions." As well, all ministerial mandate letters, made public in November 2015, note that "It is time to shine more light on government to ensure it remains focused on the people it serves. Government and its information should be open by default."

More specifically, the Government has committed to:

- Accelerate and expand open data initiatives and make government data available digitally, so that Canadians can easily access and use it.
- Enhance the openness of government, including leading a review of the *Access to Information Act* to ensure that Canadians have easier access to their own personal information, that the Information Commissioner is empowered to order government information to be released and that the Act applies appropriately to the Prime Minister's and Ministers' Offices, as well as administrative institutions that support Parliament and the courts.

The Government of Canada is a member of the international Open Government Partnership (OGP) since 2012. As a member of the OGP, Canada has engaged citizens in the development of two Open Government Action Plans, which articulate Canada's commitments to improve open data, open information, and open dialogue. The development of the commitments is done in close collaboration with citizens.

The 2014-2016 Action Plan on Open Government contained a commitment to Open Dialogue to give Canadians a stronger say in government policies and priorities, and to expand engagement through Web 2.0 technologies. Consultations took place over a six-month period, online and in multiple in-person settings. In total, 1 451 individuals took part and collectively generated 2 010 ideas, comments and questions. Comments were received from civil society, business, academia, government representatives, and many other groups. This feedback had a significant impact on the development of the 12 commitments eventually adopted in the Action Plan. For example, the Digital Literacy commitment (the development of tools, training resources, and other initiatives to help Canadians acquire skills needed to use new technologies) was recommended by one contributor to the public consultations.

Since then, Canada has launched its second Action Plan, which also contains Open Dialogue activities focused on creating an environment that encourages and enables departments and agencies to regularly consult with Canadian citizens and civil society organisations. As part of its Open Dialogue deliverables:

- The Open Government Portal provides a space for Canadians to weigh in and help guide Canada's efforts towards increased transparency, public engagement, and improved access. Citizens can interact with those who have similar interests, participate in consultations, or showcase how they use Government of Canada datasets and information.

- The Consulting with Canadians website has been improved to facilitate easier access to information on federal consultation activities for citizens.
- The Government of Canada has put in place a standing offer for Stakeholder and Citizen Consultation and Engagement Services. Through this mechanism, departments and agencies can access the services of qualified firms with the capacity and expertise required to undertake the development, planning and implementation of in-person and online stakeholder and citizen engagement and consultation activities, on an as-and-when-required basis.

Canada supported the creation of the Canadian Open Data Exchange (CODX) in May 2015 to promote the commercialisation of open data. CODX is a public-private-academic partnership that serves as an incubator, marketplace, convenor, and advocate for open data use in business across Canada. The Treasury Board of Canada Secretariat's (TBS) Open Government Team will work closely with CODX to identify datasets with economic potential. CODX will then aggregate large datasets, contribute to the formation of national standards to improve interoperability, help start-up businesses with business planning and technical support, and raise awareness of the value of open data across Canadian businesses.

The Government has worked with a private sector partner to deliver Canada's largest national open data appathon, the Canadian Open Date Experience (CODE), using government data available through the Government's Open Data portal. CODE is a vehicle to promote technological innovation through the reuse of open data that leads to new business opportunities, economic expansion, job creation, and social benefits for Canadians. In 2015, over 1 300 participants from across Canada applied their skills and imagination creating approximately 125 new apps.

The Government is also committed to ensuring accessibility across all of its Web presences, given web technologies and standards are constantly evolving and accessibility plays a major role in making the government Web channel inclusive. As such, the Standard on Web Accessibility was developed. The Standard adopts the Web Content Accessibility Guidelines 2.0, produced by the international World Wide Web Consortium, to make content accessible to a wider range of people with disabilities.

Improving services to Canadians

Improving services to Canadians is another flagship priority. In the digital era, Canadians have high standards for the service they receive, and dealing with government should be no exception. In Budget 2016, the Government of Canada proposes to provide funding to support the development of a new client-first strategy, and sets out to establish new performance standards to promote a better client experience for Canadians when they interact with the Government. Similarly, the November 2015 ministerial mandate letters highlighted commitments to: establish new performance standards, and set up a mechanism to conduct rigorous assessments of the performance of key government services and report findings publicly; as well as to develop a new service strategy that aims to create a single online window for all government services with new performance standards.

A key principle of the *Policy on Service*, released in 2014, is client-centric service, which requires government services to be integrated, simple, timely and secure. To meet these expectations, the needs and feedback of clients must be

considered. Therefore, departments and agencies are required to have mechanisms in place to allow client feedback and to address client service issues in a timely manner.

Digital governance

Many Canadian departments, agencies, Crown corporations, consular offices, programmes and services already have a presence on various social media channels, including Twitter, Facebook, YouTube, LinkedIn, and Flickr.

To ensure citizens are engaged in the evaluation of public services, the 2009 *Standard on Evaluation for the Government of Canada* (part of the government's *Policy on Evaluation*) requires that evaluations "incorporate sufficient and appropriate consultation, including with major stakeholders," which implies the public where appropriate. Evaluations may include surveys, focus groups and other mechanisms for input. Some departments are exploring options for using social media as a means to deepen engagement.

Aboriginal Consultations

A key Government priority is to renew the relationship between Canada and Indigenous Peoples. Renewing the relationship with Indigenous peoples demands full participation of these communities, in partnership with the Government of Canada. Aboriginal representative organisations play an important role in championing the voices of First Nations, Métis and Inuit communities. Their important work will help us move forward in the spirit of co-operation.

The Government of Canada consults with Aboriginal Canadians on matters of interest and concern to them as an important part of good governance, sound policy development and decision-making. The Crown seeks to strengthen relationships and partnerships with Aboriginal peoples and thereby achieve reconciliation objectives. The federal government also consults with Aboriginal peoples for legal reasons, given Canada has statutory, contractual and common law obligations to consult with Aboriginal groups.

Consultation guidance for departments and agencies supports them in the fulfilment of consultation and accommodation obligations with Aboriginals to support departmental and overarching government policy objectives. Regional Consultation Co-ordinators act as liaison between federal departments, provincial and territorial governments and Aboriginal organisations and communities, to facilitate relationships on key consultation files and to ensure that Canada's interests are addressed.

Initiatives to better integrate Aboriginal consultation with environmental assessments and regulatory processes have also been undertaken, particularly in relation to major natural resources and infrastructure projects.

Gender-Based Analysis

The Government understands that public policies impact men and women differently, and that it must take these differences into account when making decisions. Canada's Action Plan on Gender-Based Analysis (GBA) supports departments and agencies in implementing structures that make GBA a sustainable practice. TBS ensures, as part of its challenge function, that departments and agencies

incorporate gender considerations, where appropriate, into the design of policies, programmes, initiatives and services.

Status of Women Canada (SWC) has responsibility for gender-based analysis from a capacity-building mandate to ensure organisations are in a position to make gender-based analysis sustainable. SWC has developed a Gender-Based Analysis Information Kit together with multiple other tools to support GBA by departments and agencies. Budget 2016 proposes increased funding for SWC to allow the Agency to expand its regional presence across Canada to support local organisations working on women's issues and gender equality. Funding will also ensure more consistent gender-based analysis across the federal government, and will support the creation of a dedicated research and evaluation unit within the Agency to provide evidence-based, innovative research with respect to women's issues.

Regulatory Reforms

In 2012, based on the Red Tape Reduction Commission's Recommendations Report, Canada introduced a suite of regulatory reforms to control and reduce administrative burden stemming from federal regulations. These reforms were incorporated into the *Cabinet Directive on Regulatory Management* (CDRM), which sets out the roles and responsibilities for federal regulators in developing subordinate regulations.

These reforms include the following:

- A "one-for-one" rule that came into effect in 2012, to control the growth of administrative burden on business arising from regulation, while continuing to achieve desired regulatory outcomes (e.g., health and safety). The rule requires regulators to offset any administrative burden cost increases from new regulatory changes with equal reductions from existing regulations. Also, for every new regulation added that imposes a new administrative burden on business, one must be removed.
- An Administrative Burden Baseline that provides an annual count of requirements in federal regulations and their related forms that impose an administrative burden on businesses. The baseline is updated on an annual basis and contributes to openness and transparency.
- A small business lens that requires regulators to consult small businesses and consider flexible regulatory options that would minimise costs to small business without compromising health, safety, security or the environment. Consultation and analysis is intended to help regulators develop a clear understanding of business impacts of their regulatory proposals at the earliest stages of regulatory design.
- Forward regulatory plans that provide information on anticipated federal regulations or regulatory changes expected within the next two years. Federal departments and agencies publish their forward plans online, which improves predictability for consumers, businesses and other stakeholders regarding upcoming regulatory initiatives that could impact them and gives them an early opportunity to engage on regulatory design.
- Service standards for high-volume regulatory authorisations (100 or more transactions per year), such as licensing, permit or certification processes that

provide businesses with an indication of the length of time it will normally take to obtain a decision from a regulator. This allows stakeholders to factor these timelines into their planning process. Departments and agencies must post their service standards online.

- Interpretation policies that provide clarity on how regulators interpret regulations and information with respect to the timeliness with which regulators will respond to questions from stakeholders in writing. This brings better transparency and greater predictability to the regulatory process by providing citizens and business with information on how they are to meet their regulatory requirements. Departmental interpretation policies must include a commitment to engage stakeholders, as appropriate, when developing, reviewing or refining practices and materials for providing information and guidance on regulatory compliance.

The Treasury Board of Canada Secretariat (TBS) oversees the implementation of these regulatory reforms. TBS publishes an Annual Scorecard Report that demonstrates how regulators have implemented the systemic regulatory reforms across government. It reports on the extent to which the reforms have reduced burden and made the federal regulatory system more predictable for business and Canadians. The Scorecard is a public document to demonstrate transparency and accountability in implementing the systemic reforms.

The Red Tape Reduction Commission called for external oversight and accountability of the Government's efforts to reduce red tape. In response, the Regulatory Advisory Committee was created in September 2013 to provide the President of the Treasury Board with advice on the fairness and reliability of the Annual Scorecard Report. The Regulatory Advisory Committee is composed of external experts from business and consumer groups. Each member has knowledge of the federal regulatory system and understands the challenges facing Canadian businesses. The Committee and its members conduct a fair, impartial review of the Scorecard Report.

Innovative policy design for inclusive growth

Key Initiatives

The Government of Canada is exploring the power and possibilities of innovation in policy making by opening itself up to non-traditional ideas and new ways of thinking, and by being open to new realities, new business models, and new developments. It is increasingly applying a range of tools, methods, and approaches to find solutions to new and complex policy challenges, and to address old and persistent issues by improving outcomes in areas where traditional policy approaches have not yielded the results we want. The Government recently committed to devoting a fixed percentage of programme funds to experimenting with new approaches to existing problems and measuring the impact of these programmes. This aims to instill a strengthened culture of measurement, evaluation, and innovation in programme and policy design and delivery.

Common new approaches to policy include experimentation and entering into non-traditional partnerships to leverage new resources, expertise, and networks, and bringing diverse groups together to combine their respective assets in new ways to solve policy challenges. Examples of recent policy initiatives that have experimented with such new approaches include:

- The Canada Revenue Agency's (CRA) randomised control trials and other experimental evaluations, which test behavioral interventions. These methods encourage citizens to shift to online service channels such as electronic filing, direct deposit and e-payments. Electronic services enable us to keep pace with changing taxpayer needs while engendering administrative efficiencies. Almost 22 million Canadians filed their individual tax return electronically in 2014, which represents 77% of Canadians and an increase of five percent. This high e-filing rate indicates the CRA's long-term strategy of adding new online services every year is working and we expect this number to keep increasing, year-over-year.
- The Government of Canada Carrot Rewards application, that Canadians will soon be able to download to receive their choice of loyalty points, will nudge them towards healthier active lifestyles. This is the result of a partnership between the Public Health Agency of Canada, the Government of British Columbia, the Heart and Stroke Foundation, the Canadian Diabetes Association and others to encourage healthy behaviours, reducing the burden of chronic disease on the health system. A recent federal initiative demonstrated the true impact in the use of loyalty points to drive long-term, positive behaviour change. Early results two and half years into a pilot involving 75,000 members at 15 YMCAs across Canada indicate that those who are receiving a loyalty point incentive to attend the gym more regularly are over 50% more active than a control group that does not receive points.
- The Government of Canada's investment in projects that blend together resources from the public and private sectors to support international development efforts. One example is an impact investing partnership with Kitchener-based Sarona Asset Management to invest in small- and medium-sized enterprises in emerging markets. An amount of $15 million in seed funding from the department of Global Affairs Canada helped leverage $150 million in additional private financing to create jobs in developing economies while contributing to sustainable social and environmental results.

Whole-of-Government Design

Launched by the Clerk of the Privy Council in 2013, the Blueprint 2020 initiative became the first whole-of-government exercise to engage all public servants in transforming the public service over the long-term. Two years into the exercise, there are already signs of culture change across departments and agencies. Information is being shared more openly, new relationships are being formed across organisations and people are using new tools and experimenting with new ideas to better serve Canadians.

The Board of Management and Renewal, a committee of deputy heads chaired by the Clerk of the Privy Council, established the Blueprint 2020 initiative, and provided strategic direction as the initiative unfolded. A sub-committee on public service engagement (now called the Sub-Committee on Public Service Engagement and Workplace Culture) was created by the Board of Management and Renewal to oversee the Blueprint 2020 initiative. This steering committee then assembled a "tiger team" of specialised capacities through assignments from departments and central agencies to finalise the vision and engagement strategy. Meanwhile, the deputy heads of each department and agency were given the autonomy to establish

their own mechanisms to carry out their respective activities led by identified senior Engagement Champions. In this way, the Blueprint 2020 initiative maintained a local focus responding to the needs of departments and agencies, while ensuring consistent messaging and organisation from the National Secretariat.

To achieve results for Canadians as effectively and efficiently as possible, departments and agencies are identifying and pursuing opportunities to pool resources, share business processes, enhance collaboration, and simplify our shared web of rules, for example:

- When it was established in 2011, Shared Services Canada (SSC) was mandated to consolidate and modernise information technology (IT) infrastructure services (email, data centres and networks) across 43 of the largest Government of Canada departments and agencies, while maintaining day to day operations. To that end, SSC developed a multi-year Transformation Plan with key deliverables and timelines, which are being adjusted as needed throughout implementation of the plan. While significant progress has been made, unforeseen challenges, particularly expanded scope, security concerns, and increased demand for IT projects, have exposed the need to align departmental IT demands with enterprise priorities and government priorities. An interdepartmental Governance Committee at the deputy minister level was recently established to ensure a centralised approach to planning and managing IT projects. The Committee provides strategic direction on a whole-of-government approach: including enterprise-wide priority setting; reviewing assessments of the aggregate risk of the Government of Canada's IT portfolio and mitigation strategies; endorsing a principles-based framework for prioritising IT projects; resolving prioritising conflicts between major competing initiatives and determining appropriate trade-offs; endorsing an integrated Government of Canada IT Plan; and providing reports and recommendations. The centre is represented in the Committee membership.
- The recently reformed Regional Federal Councils (RFCs) bring together senior federal officials who are responsible for programmes and activities in the North, British Columbia, the Prairies, Ontario, Quebec and the Atlantic provinces. They share regional intelligence and support central agencies and deputy ministers in delivering Government of Canada priorities efficiently and effectively. RFCs forge innovative partnerships, leverage resources, pursue creative solutions to address issues of common interest, engage with stakeholders, share knowledge, and facilitate collaboration between departments and agencies.
- The recently implemented Common Human Resources Business Process (CHRBP) is the result of an extensive collaboration with hundreds of subject matter experts across the public service. It maps out and defines structured processes, activities and tasks within each of the seven areas of Human Resources management to meet business objectives and policy requirements. CHRBP was designed and is meant to be applied in a common manner across government for greater consistency and efficiency. This initiative was led by the centre through the TBS Office of the Chief Human Resources Officer.

Consistent with the Blueprint 2020 vison, a number of federal departments have pursued strategic partnerships with private sector and other jurisdictions on various initiatives, for example:

- Health Canada collaborated with Food & Consumer Products of Canada (FCPC) on a Nutrition Facts Education Campaign, which focuses on messages about reading the Nutrition Facts tables, including the % Daily Value. FCPC's participating members have provided in-kind space on over 792 million food packages; funding for TV, print and online advertising, and media partnerships; and outreach in their other communications channels.
- The Public Health Agency of Canada's "Play Exchange" is a first of its kind partnership with the Canadian Broadcasting Corporation and Lift Philanthropy Partners that asked Canadians to submit their ideas of how Canadians can be more physically active. Judges then reviewed all submissions and pick the top ideas. Business and community leaders then worked with the "innovators" to help develop their ideas and project proposals.
- Natural Resources Canada is leading collaboration with 21 departments and agencies via the Federal Committee on Geomatics and Earth Observations to provide proactive, whole-of-government leadership in geomatics and Earth observations to better support government priorities and enhance the responsiveness, efficiency and sustainability of the federal geomatics and Earth observations infrastructure, including the development of the Federal Geospatial Platform.

Utilising innovative practices

At the federal level, the public service has recognised that it requires a new mix of levers, tools, and partners at its disposal to address today's policy challenges in new and more effective ways. Blueprint 2020 is important in strengthening the Government's ability to meet today's tough challenges and to build an environment of continuous innovation and intelligent risk taking. It has also adopted an approach that will position the public service to be "open by default," which entails greater responsiveness to the demands and concerns of citizens on a continuous basis.

The public service is also exploring partnerships across the public, private, and not-for-profit sectors in innovative finance structures that yield economic, as well as social and environmental benefits. Social finance approaches, like social impact bonds and impact investing, can effectively allocate risk among different partners and leverage new resources, bringing different strengths and assets to the table to improve policy outcomes. For example, the Government of Canada recently announced the implementation of a Social Finance Accelerator Initiative to help develop the business skills of social entrepreneurs and to connect them with investors willing to finance their promising ventures.

Further, in the area of international development, the Government has supported novel investment projects that blend together resources from the public and private sectors. One example is an impact investing partnership with Ontario-based Sarona Asset Management to invest in small and medium-sized enterprises in emerging markets. The Government of Canada invested $15 million in seed funding to help leverage $150 million in additional private financing to create jobs in developing economies while contributing to sustainable social and environmental results.

Public servants themselves are also moving forward with internal innovative approaches and initiatives, including the Public Service App Challenge. For this challenge, public servants were asked to submit new ideas for a mobile application

that would help address a policy, programme, or service delivery challenge. The apps needed to engage Canadians and measurably improve their lives and well-being by tangibly solving a problem.

Launched in July 2015, the App Challenge demonstrated public servant ingenuity in leveraging new technologies and crowd-sourcing solutions for public good. Over 500 ideas were submitted in just five weeks. The top ideas will be selected for prototyping, development, testing, and deployment as early as 2016. This initiative presents a compelling example of how the public service can harness in-house expertise and ideas to create solutions in new and innovative ways.

Improving the delivery of services for and with citizens

Key Initiatives

Strengthening the Civil Service

Through Blueprint 2020, the Government is committed to maintaining "a world-class public service equipped to serve Canada and Canadians now and into the future". Blueprint 2020 aims for the public service to be recognised as having the best people working together with citizens, making smart use of new technologies and achieving the best possible outcomes with efficient, interconnected and nimble processes, structures and systems.

In terms of addressing the need for new skills, the Government of Canada launched a series of discussions among stakeholders at various levels over the last few months to identify the skills and competencies that will be needed for the workforce of the future across our core functions - policy development, programme and service delivery, regulation, and management. Similar consultations were also held with business line managers and senior human resources leaders. The results of these consultation efforts will inform and contribute to an enterprise-wide approach to strategic workforce management and recruitment for the future public service.

Diverse Civil Service

In 2014, the Treasury Board of Canada Secretariat (TBS) began a pilot of the *Positive Space Initiative* to provide a welcoming and inclusive atmosphere for people of all sexual orientations and gender identities. Since its establishment, several federal organisations have participated in an interdepartmental network and initiative enhancing the work experiences of lesbian, gay, bisexual, trans and questioning (LGBTQ+) employees by creating a safer, more tolerant, open-minded environment. The initiative seeks to achieve this by engaging volunteer champions who promote diversity in the workplace, including the provision of training sessions related to positive space.

In addition, there are numerous mature legislative and policy instruments, along with formal committees which support diversity and inclusiveness in the federal public service. A selection of these includes:

- The Employment Equity Act.
- The Canadian Human Rights Act.
- The Values and Ethics Code for the Public Sector.

- The Policy on Harassment Prevention and Resolution.
- Departmental Employment Equity Chairs and Champions Committees which support three of the four designated employment equity groups: Aboriginal persons, Persons with disabilities and members of a visible minority.
- The Joint Employment Equity Committee which provides a national forum where TBS, the Public Service Commission and bargaining agents can consult on public service policies and practices that may impact employment equity designated groups.

Building Trust

With respect to further strengthening trust among federal public servants, while results from the new *Positive Space Initiative* are yet to be confirmed, TBS can report the overall sense of federal public servant trust based on the results of the 2014 Public Service Employee Survey, which indicated the following:

- 94% of employees indicated that they have positive working relationships with their colleagues.
- 80% of employees felt that their colleagues behave in a respectful manner.
- 79% of employees felt that their organisation respects them, an increase from 2011 (76%) and from 2008 (74%).
- 82% of employees believed that employees in their organisation carry out their duties in the public's interest, up four percentage points from 2011 (78%).

Core Values of the Public Service

The *Values and Ethics Code* for the Public Sector (the Code) and the *Policy on Conflict of Interest and Post-Employment* were brought into force in 2012, and are a condition of employment for federal public servants. The five core values of the public sector are: Respect for Democracy, Respect for People, Integrity, Excellence and Stewardship.

Through its set of values and relevant expected behaviours, the Code sets high standards for public servants, requiring them to carry out their official responsibilities in the public interest, in an objective and non-partisan manner, respecting the rule of law and acting with integrity and impartiality. Canada's broad integrity framework also contains several foundational elements including the *Public Servants Disclosure Protection Act* (PSDPA), the Code, the *Policy on Conflict of Interest and Post-Employment*, and the *Lobbying Act*.

At the federal level, in the last few years, Canada has transferred delegation from the centre to deputy heads and chief executives of departments and agencies. Deputy heads and chief executives have full accountability for and authority over their operations. They can tailor their instruments for promoting integrity, such as their codes of conduct, to their organisations priorities. Senior executives have an important role to play by demonstrating leadership, regularly communicating expected ethical behaviour and public sector values, and monitoring the ethical climate of their organisational culture.

Gender Balance

In 2013-2014, all four employment equity designated groups, including members of a visible minority group, persons with disabilities, women, and aboriginal peoples, exceeded their workforce availability within the Canadian federal public service. Of note within the executive cadre, representation rates continued to exceed workforce availability for three of the four designated groups, including women, who saw an increase in their representation from 46.0 per cent to 46.1 per cent. As a result, there are no recent major initiatives on gender representation; however, there may be an opportunity for further reforms to increase the representation of aboriginal peoples at the executive level.

Strengthening accountability through better performance management and evaluation

Key initiatives

The Government of Canada has recently made a number of important commitments in the area of performance management. For instance, the November 2015 ministerial mandate letter to the President of the Treasury Board highlights a commitment to "review policies to improve the use of evidence and data in programme innovation and evaluation, more open data, and a more modern approach to comptrollership".

Beginning in 2016-2017, the Treasury Board of Canada Secretariat (TBS) is undertaking a reset of its administrative policies. To support the strong results-focus of the Government, the *Policy on Evaluation* and the *Policy on Management, Resources and Results Structures* described in the subsequent sections will be renewed to ensure that organisations of the Government of Canada effectively track and report on their progress, assess the effectiveness of their work, and align their resources with priorities.

Across the Government of Canada, evaluation is the systematic collection and analysis of evidence on the outcomes of programmes to make judgments about their relevance and performance, and to examine alternative ways to deliver them or to achieve the same results. In 2009, the Treasury Board of Canada approved a renewed *Policy on Evaluation*, the fourth update since the first *Policy on Evaluation* was launched in 1977, with the objective of creating a comprehensive and reliable base of evaluation evidence that is used to support policy and programme improvement, expenditure management, Cabinet decision making, and public reporting (accountability).

The 2009 *Policy on Evaluation*, which came into full effect in 2013 after a four-year phase-in period, sought to address a number of issues in the evaluation function including: evaluation coverage; perceived challenges in the governance and neutrality of evaluation; the need to strengthen the role of evaluation in the expenditure management process; and the need to improve the ongoing collection of performance measurement data. The related *Directive on the Evaluation Function* (2009) aimed to support these goals, in part by introducing a set of uniform "core evaluation issues" to be addressed in all evaluations to promote consistency and comparability in evaluations across government. Finally, the accompanying *Standard on Evaluation*

(2009) outlined the minimum expectations for the planning, management, reporting and use of evaluations for the Government of Canada.

Since this significant reform in 2009, the efforts of TBS, as the functional lead for the evaluation across the federal government, have focussed on supporting the successful implementation of the policy. This includes promoting advancements in the practice of evaluation across the Government of Canada, and monitoring and reporting on the performance of the evaluation function and the policy. Examples of activities include:

- Advancing the evaluation function by introducing methodological guidance and training on: assessing resource utilisation (efficiency and economy) in programme evaluations; theory-based evaluation; rapid impact evaluation; and calibration ("right-sizing") evaluation effort based on programme risks and other factors. Other activities supporting the professionalisation of the evaluation function, such as the introduction of competencies for heads of evaluation in departments, a professional workshop series for federal evaluators and the launch of an online collaboration space for evaluators, have also been undertaken.
- Monitoring and reporting on the evaluation function and policy by monitoring of the health of the evaluation function, in part via an annual capacity assessment survey, reported through an annual government-wide *Report on the Health of the Evaluation Function* (including information on evaluation resources, quality, coverage and use); an implementation review of the *Policy on Evaluation* (2013); and an evaluation of the *Policy on Evaluation* completed in 2015.

The evaluation of the *Policy on Evaluation* found that the evaluation function had made progress since the introduction of the policy in 2009. It noted that:

- The evaluation needs of deputy heads and senior managers were well served under the renewed policy and it had a positive influence on meeting the information needs of programme managers and the availability of evaluation for central agencies. At the same time, it was observed that some of the policy requirements, mainly those related to evaluation coverage and frequency, sometimes detracted from the utility of evaluations.
- The availability and use of evaluations had expanded, including their use in expenditure decision making; however, the primary use of evaluation was still to support policy and programme improvement.
- Supportive leadership and governance are key to influencing the use of evaluation.
- Longstanding inadequacies in the availability, quality and compatibility of performance measurement and financial data continued to limit the utility of evaluations.

The evaluation outlined a series of recommendations including: further institutionalisation of the leadership and government requirements for evaluation; adding flexibility to the requirements of the policy including those for evaluation coverage and frequency; strengthening performance measurement data; and undertaking systematic synthesis of evaluation information to support strategic decision making on a government-wide basis. These will be considered in future efforts to strengthen the evaluation function, improve the use of evaluation

information, including the extraction of information from evaluations to support analytics, and in any future iterations of the *Policy on Evaluation*.

Performance Management

The Government's framework for performance management is established by the Policy on Management, Resources and Results Structures (MRRS). This policy is part of an Expenditure Management System, most recently revised in 2007, which is designed to ensure that all programmes are focused on results, provide value for taxpayers' money and are aligned with the Government's priorities and responsibilities. MRRS and the Directive on the Evaluation Function prescribe that departments and programme managers define expected results and performance measures for all of their spending; measure performance against these anticipated results; and set a standard of performance against best practices.

A government-wide framework for viewing the allocation of resources and the delivery of results is now in place, and conforms to the underlying framework prescribed by the Policy on MRRS. Annual performance reporting through the Estimates Process, framed on the MRRS, is complemented by the evaluation function (guided by the Policy on Evaluation), which delivers multi-year in-depth assessments of the relevance and performance of all direct programme spending every five years, and annual assessments of key management functions via the Management Accountability Framework. Results from all of these performance measurement and reporting processes have informed government-wide spending reviews, which in turn have been instruments used in the effort to control direct programme spending.

Focused and sophisticated assessments and comparisons of performance have been undertaken in certain areas of programming; for example, for the federal income replacement and income security programmes.

The federal government is currently focused on the development and use of comparable information on the back office, this includes:

- *A Guide on Internal Services Expenditures: Recording, Reporting and Attributing* that was recently issued, and it is helping to drive us towards full comparability for back office functions.
- Draft standard performance measures for seven of the ten categories of back office functions have been developed for implementation in fiscal 2016-17, with an initial emphasis on efficiency measures (for example, operating cost of the function or operating cost of the department, and personnel delivering the function or personnel in the department).
- A maturity model approach is being pursued, with a few, key effectiveness and service standard measures to be implemented initially, with more to be implemented over time.

Beyond these structural aspects of performance management, the Government has had success with financial dashboards which deliver easy access to data and information at the whole-of-government level. The TBS InfoBase permits users to access graphical overviews of how the Government spends its funds and manages its people, detailed information on individual government organisations, and even create their own reports.

Tools such as TBS Infobase are facilitating an increased focus on data-driven decision making, for better management of operations, collaborative shaping of government-wide policy, and taking stock of enterprise-wide trends.

Identifying What Works

The value of sharing information transparently across the whole-of-government has been demonstrated by the Blueprint 2020 initiative. Departments and agencies have been posting all progress reports on the public service's internal wiki, GCpedia. Best practices and lessons learned are communicated across the public service through newsletters, weekly updates and national web casts. Relationships and connections across levels, branches, regions, communities, and departments have been built through interdepartmental events and by connecting employees with senior management in formal and informal settings. These efforts are positively contributing towards achieving the Blueprint 2020 vision.

As required under section 127 of the Public Service Employment Act, the Clerk of the Privy Council reports annually to the Prime Minister on the state of the public service of Canada. The Annual Report outlines some of the major achievements of the public service over the previous year, articulates key challenges shaping the operating environment, and sets the direction for the leadership and management of the public service for the year ahead. The report is publicly available and draws from individual reports submitted by heads of departments and agencies. Highlighting major achievements not only helps build a sense of pride in the public service but also enables public servants to draw parallels between what they are doing and what others have done.

There are also many forums and functional communities where representatives can share lessons learned. For example, the Human Resources Council, which is composed of the heads of human resources across the core public administration, enables the sharing of ideas, best practices and lessons learned to assist departments and agencies in implementing their human resources management policies and practices. The National Managers' Community, a grassroots, horizontal, national network of thousands of federal public service managers spanning all departments and agencies and regions and territories, supports, and promotes the needs, interests and aspirations of all federal public service managers in their role of achieving public service objectives, through sharing of best practices, consultation and ongoing dialogue on issues of common concern.

In addition, part of the mandate of the Canada School of Public Service (CSPS) is to support the growth and development of public servants and help ensure that they have the knowledge, skills and competencies they need to do their jobs effectively. A wide range of learning opportunities and services for federal public servants are available in areas such as systems thinking, change management, process analysis, and operations management, through the CSPS. As part of a new curriculum, the CSPS is currently developing a course on leading transformation for executives, which will draw from lessons learned of past transformation initiatives to build the knowledge and skills of future leaders.

Policy Innovation

The public service employs a results-based management approach that focuses on measuring and reporting on outcomes throughout the lifecycle of a policy,

programme or initiative. This process is designed to allow programme managers to learn and, make adjustments and improvements on an ongoing basis. These inputs inform whether programmes will be renewed, wound down, or expanded.

In terms of scaling up policy innovations, the public service is aiming to mainstream innovation into its core business, from policy development to programme implementation and review. Concretely, to support efforts to adopt new approaches across the entire federal system (for example, big data, behavioural economics, the application of design thinking, social finance), the public service is embedding innovation through the establishment of a network of departmental innovation labs, including the Central Innovation Hub at the Privy Council Office, which is a resource for federal departments and agencies looking to adopt new and innovative approaches to solving complex policy, programming and service delivery challenges. The Hub is also building departmental capacity, matching tools to problems and empowering departments to overcome specific barriers to innovation. Collectively, these efforts are helping to increase the speed at which innovative policy becomes reality and improves outcomes for citizens.

A Deputy Ministers' Committee on Policy Innovation has also been established to help identify barriers to innovation and to create enabling conditions to support innovation across the public service system. Senior Executive attention and leadership is helping to highlight and mainstream success stories (for example, pilot projects, new policy approaches), and signal that policy innovation is a priority across departments. The Committee is helping to identify and create profile for innovative pilots that have the potential to scale, or have already been scaled up, to promote learning and replication across the public service.

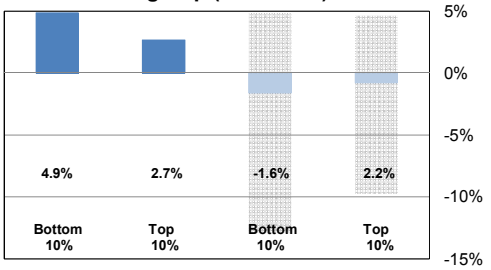
Piloting new approaches helps the public service tailor policy solutions, and scale up programme initiatives, based on understanding better how people respond to incentives. For example, in the area of global health, the Government established a partnership with Grand Challenges Canada to help systematically test and scale-up pilots that have demonstrated promising initial results. Since 2010, the Government of Canada has supported the testing of innovations with Grand Challenge Canada, such as a mobile app that measures blood oxygen levels for detecting life-threatening conditions such as pre-eclampsia in pregnant women and pneumonia in young children; an affordable, prosthetic knee to help amputees in developing countries; and an easy-to-use portable solar-power unit that gives health workers medical lighting and electricity in remote areas.

Building on these successes, in 2015, the Government of Canada announced a large-scale Innovation Platform for Maternal, Newborn and Child Health initiative with Grand Challenges Canada in developing countries. The initiative will support Canadian and developing-country innovators to tackle persistent global health challenges in new and creative ways. Grand Challenges Canada will also leverage private sector expertise and resources to scale up these innovations to improve the lives of mothers, newborns and children.

Chile

CHILE: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

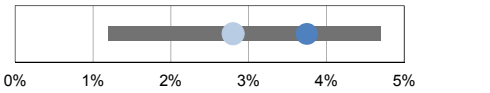
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

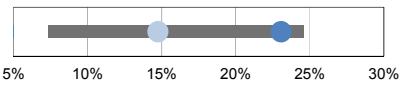
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background

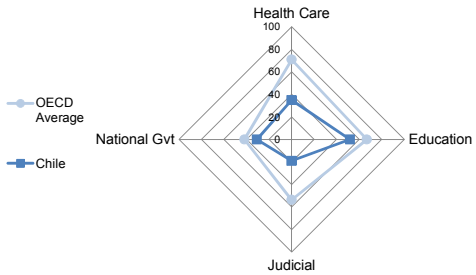


Source: OECD, PISA 2012 results: Excellence through equity, 2013

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

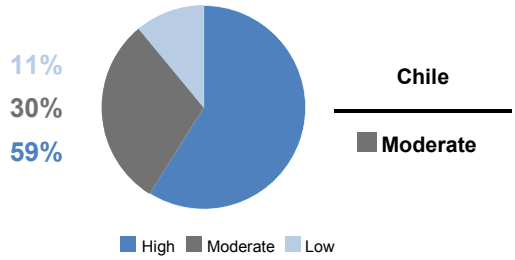
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

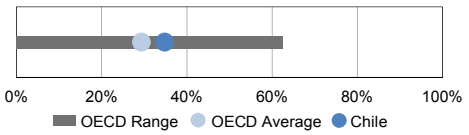
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

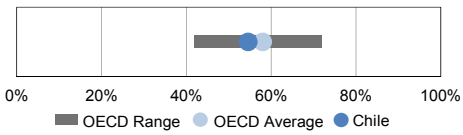
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

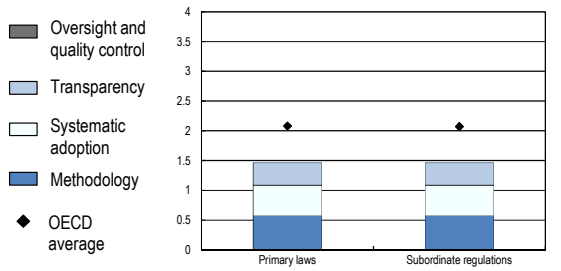
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

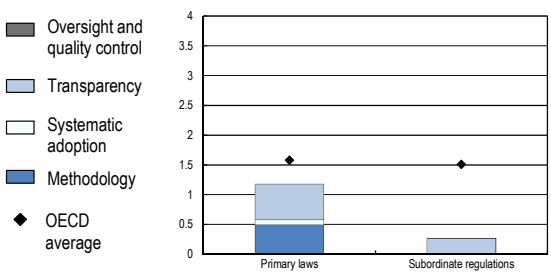
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

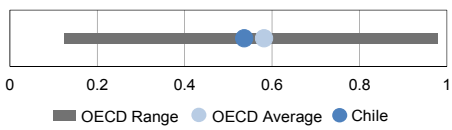
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key Initiatives

In 2011 Law N° 20.500 was enacted, introducing several modifications to the Organic Law of the General Basis for State Administration. Among other things, article 32 made public participation and consultation compulsory, setting general criteria and establishing permanent bodies within the administration to ensure its compliance. This law modifies Law N°18.575, with a new article 73° that makes mandatory:

- Bodies for State Administration, by their own initiative or at the requirement of a third party, will have to indicate those matters of interest to citizens in which people's opinion is to be required.
- Consultations shall be conducted in an informed, pluralistic and representative way.
- Gathered opinions will be evaluated and weighed by the respective administrative body, in the manner indicated by the general application norm.

Law Nº 20.500 also established the obligation for the bodies of the administration, with certain exceptions, to create "Civil Society Councils". These Councils are permanent advisory boards whose members must come from non-profit organisations related to the area on which the particular administrative body operates and must have a plural, representative and diverse composition. Following these general guidelines, each administrative body is responsible for the adequate functioning of its respective council, overseeing its composition, matters that are subject to its examination, frequency of the meetings and expected products, among other things. The documents that establish these criteria can be found in each administrative body's active transparency website, under the title "Citizen Participation" (Participación Ciudadana).

In addition and more recently, Presidential Instruction Nº7/2014, issued guidelines to all ministries and services on how to comply with the provisions of Law Nº 20.500. These guidelines cover public participation, Civil Society Councils, setting strategic objectives for the whole of Government on public participation and tasking the Ministry General Secretariat of the Government (SEGEGOB) with the creation of the National Council on Citizens' Participation and Civil Society Strengthening in 2015. As stated in Decree N° 1/2016 of SEGEGOB, the purpose of this Council is, within a year of its creation, to provide the President with a diagnosis of the state of citizen participation, reform proposals for Law N° 20.500 and a report summarising good practices and standards on the subject.

Open data

For several years, the central government has engaged in the digitalisation of most of its administrative procedures and paper work. It has done so by developing platforms that integrate the different entities into a limited number of online locations, thus simplifying access. Part of these efforts have also been directed at the creation, by users, of free applications that render the available open data in a more easy and friendly way. In this line the contest, AbreCL was conducted in November

of 2014, where three apps that used open data where awarded USD 5 000 each to further their development.[1]

Public-Private Policy Innovation

On May 21st 2014, the President committed to the creation of a Government Laboratory, as a gathering place for the best talents from public and private sectors who will develop innovations for the strengthening and betterment of public services and to find new and creative solutions to public policy challenges. So far it has focused on the design of solutions in areas such as[2]:

- Primary health services, through the implementation of "Impacta Salud", aimed at making primary health services more accessible and decongesting health facilities through a programme for public innovation contests.
- Education services: "Aulab" designed as an integration mechanism between academia and businesses and government that will foster ideas for new and better public services and investment opportunities.

Improving the delivery of services for and with citizens

Key initiatives

As of 2016, a bill aimed at strengthening the Civil Service and broadening its scope, which was proposed by the Presidency, is being discussed in Congress. It was introduced after several months of studies, hearing the recommendations from the Civil Service and from an experts' panel on probity, which addressed the issue. Some of the proposals deal with the stability of those selected for the posts, limiting the Presidential authority to ask for resignations and to appoint candidates directly, adding public services to the selection system, among others. The bill was approved in November 2015 by the Chamber of Deputies and is currently under review by the Senate.

Building Diversity

On January 2015 Presidential Instruction Nº 1/2015 was issued aimed at strengthening good labour practices in the whole of government. Its key points relate to labour rights (instructing public services to effectively enforce current regulation pertaining to both individual and collective labour rights), labour conditions (instructing administrative bodies to generate and guarantee quality services where public servants perform their duties with full respect of their dignity, aiming at efficiency, merit based career and innovation), labour environments (administrative bodies are instructed to promote environments based on respect and good treatment as means to favour public servants' compromise, motivation, development and enhancing their performance), non-discrimination (by guaranteeing non-discriminatory practices in fulfilling public posts), inclusiveness and a people development policy (which has to be perfected or developed by each administrative body). While the initiative has yet to be evaluated as a whole, overall the programme has helped to strengthen the relationship between the government authorities and the public workers associations in general.

Gender

There have been several public policies designed with components that include gender perspective. These include the Public Service mission to design personnel policies that include variables aimed at avoiding any type of discrimination. These initiatives have helped in a building higher proportion of female public employees in the central public administration, increasing the workforce to roughly 57.5% female.

Strengthening accountability through better performance management and evaluation

Key Initiatives

The central government has evaluated programmes and policies through its System for Programme Evaluation since 2003. Formed as an interministerial committee, the system conducts three types of *ex post* evaluations of budgetary programmes:

1. Evaluation of Governmental Programmes: aimed at a general evaluation of selected programmes, with focus on its rationale, design, organisation and management, and results.
2. Programme Impact Evaluation: with focus on the performance of the selected programmes, both for intermediate and end products.
3. New Programme Evaluation: aimed at identifying the gaps between the proposed model and that effectively developed.

Based on these and other experiences, the proposed creation of a policy evaluation agency is under study and is one of the commitments of the current administration.

The System for Programme Evaluation makes public the results of its analysis through the Budget Directorate's website. The Directorate also provides technical support to the all government institutions in order to aide them in addressing the findings from the *ex post* evaluations of their programmes.

In addition, the Office of the Comptroller General of the Republic of Chile (CGR) – the Supreme Audit Institution of Chile – introduced an innovative public accountability tool. The GEO-CGR Portal, which makes use of geo-referenced information, provides a forum for the articulation, storage, consultation and publication of information on the investment of resource in public works. Its ultimate aim is to promote citizen-driven accountability by providing reliable and timely information useful for analysing and monitoring resources invested in public works.

Programme Piloting

At the central level, piloting is a common practice for both social and non-social budgetary programmes. It has proven to be an effective tool in their proper design and redesign. Pilots are usually first included as a temporary provision in the annual budget law and are subject to a specific kind of evaluation different in its focuses from the three that the System for Programme Evaluation perform. A couple of examples of these programmes are:

1. Chile Solidario's Mental Health Pilot Programme: provides specialised mental health services to people in vulnerable social situations by means of a multidisciplinary design of personalised intervention programmes, providing services through the public health network.
2. Intercultural Social Mediators Pilot Programme: helps in the adaptation, structural integration and social inclusion processes of immigrants, through participative intercultural social dialogue workshops at a local level.

Notes

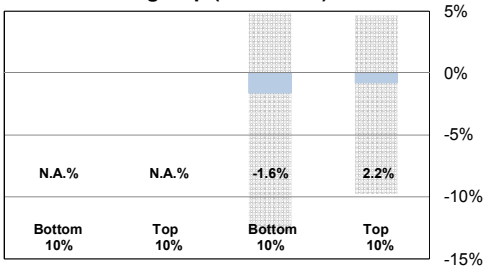
1 More information (in Spanish) available at http://abrecl.datos.gob.cl/.

2 More details (in Spanish) can be found at http://lab.gob.cl/.

Colombia

COLOMBIA: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

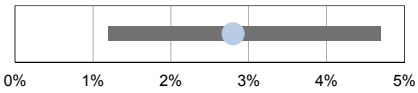
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

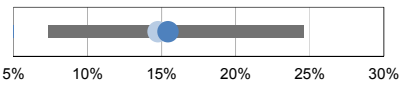
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



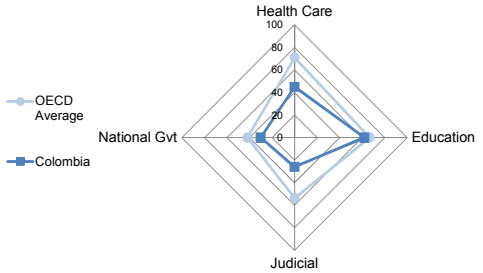
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average Colombia

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

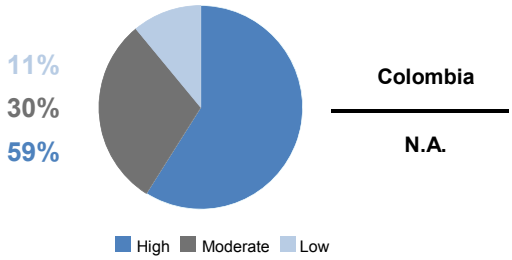
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

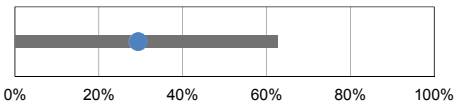
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

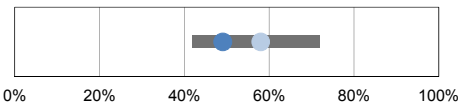
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

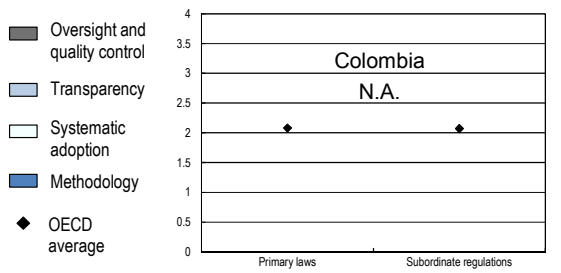
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

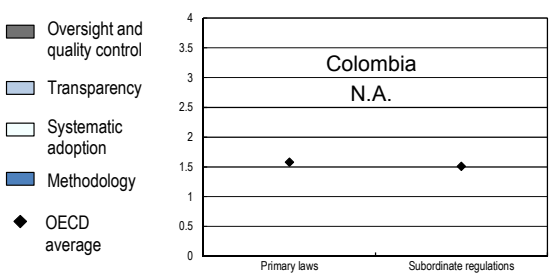
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

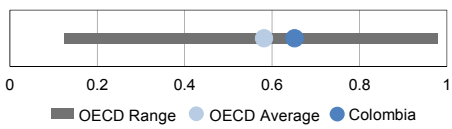
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

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Engaging with citizens and businesses for more inclusive policies and services

Key Initiatives

In recent years, various legal and institutional reforms have been conducted by the Government of Colombia in order to strengthen the relationship between the government and citizens to promote active participation of stakeholders and civil society in the decision-making processes. These include:

The National Development Plan 2014 - 2018, issued through the Law 1753 of 2015, outlines the strategic goals that the country will follow for the next four years around three essential pillars: peace, equality and education. In this institutional commitment, citizen participation is included as a crosscutting element for the consolidation and implementation of national policies. The citizens' participation was achieved in three phases:

1. Between October and November 2015, regional dialogues and consultations with communities, and ethnic groups were developed.
2. Between December 2015 and January 2016, thematic dialogues took place involving all the citizenship.
3. Finally, between January and February 2016, an open socialisation took place before the final document was handed to the congress for its approval.

Law 152 provides the rules for citizen participation in the construction of the NDP.

The Citizen Participation Law (Law 1757 of 2015) defines a new organisational scheme responsible for national policy on public participation. The new organisational scheme establishes the Ministry of Interior as a leader with the support of the National Planning Department and redefines participation mechanisms. Also, the law establishes the responsibility of public agencies to allocate funding dedicated to the promotion of citizen participation. Finally, it should be noted that the regulation promotes the use of information and communication technologies (ICTs) for citizen participation, including accountability exercises.

Transparency and Right to Access to Public Information Law (Law 1712 of 2014) promotes access to public information as one of the fundamental rights of citizens. This applies not only for accessing to public services, but additionally to foster accountability and participation. This Law is also regulated by Decree 103 of 2015, which generates specific guidelines about information management instruments, procedures to attend requests for information and defines the categories of information that must be published proactively by every public agency.

Finally, the National e-Government Strategy was established by Decree 2573 of 2015, which enhances the formulation of four components to be implemented by public institutions: ICT for services, ICT for Open Government, ICT for Internal Management and Security and Privacy of Information. It also incorporates a number of new instruments, such as

- The e-Government roadmap, as a tool for prioritising government project essential.
- The "Sello de la Excelencia" as a tool that seeks to ensure the highest quality standards in e-solutions delivered by public entities.

- The Reference Architecture Framework as a tool that incorporates the standards, guidelines and best practices to be adopted by entities in their IT Management processes.

Inclusive Policy Making

Colombia has developed a number of diverse initiatives to achieve more inclusive and efficient public services, delivered through collaborative schemes with various social actors. The new e-Government strategy (described above) promotes the use of ICTs in the public service to better serve the needs of civil society and stakeholders and to improve inclusiveness. In 2014, while implementing this strategy, 53 national entities and 775 subnational entities reported that they had made user characterisation exercises in order to prioritise the services´ delivered.

The strategy is implemented by the Ministry of ICT who, through cofounding regional e-government projects, promotes the partnering with private sector by local public authorities. This process seeks to both develop solutions that attend public concerns and commitments the government to consult with different regional and private actors. Currently, 32 projects are being implemented around the country via this mechanism.

The government also implemented the Apps.co initiative that allows entrepreneurs to create solutions to public problems. Individuals are able to use open public data or offer their value-added services in order to create new and innovative services for citizens. To date, 57 030 entrepreneurs have undergone training to learn how to develop these apps and learn essential entrepreneurial skills. Currently, 896 teams of entrepreneurs have received training that will allow them to discover business opportunities and generate a minimum viable product. A further 158 teams have received advice on how to grow and consolidate their ICT-based enterprise. The enterprises have been concentrated in addressing trade issues (26%), business services (15%), entertainment (10%), education and culture (9.7%), and security (5.8%). The goal of the Apps.co initiative is to stimulate more interest in solving on issues of public interest and the use of open data. Currently, developers are granted access to "Verifiquese," a digital personal information database that allows developers access to public information to create their apps.

Digital Governance

Colombia has implemented activities aimed to engage citizens in the formulation, design, delivery and evaluation of public services through the use of technological tools. In doing so, the government identified the most effective channels for delivering public services to all citizens.

Through the Anti-Procedures Decree (Decree-Law 019 of 2012), the government used public consultations to pursue administrative simplification efforts with the goal to streamline and simplify regulatory structures that affect businesses and citizens. The government also introduced principles and tools to improve the quality of regulations, which have focused mainly on improving legal drafting, simplifying internal administrative procedures to improve efficiency in decision-making, improving consultations with civil society and business and harnessing the results of these consultations to improve administrative efficiency and fight corruption.[1]

In 2015, Decree 2573 established the e-Government Roadmap with the goal of identifying which public procedures and services should be automated. The programme was carried out through citizen participation on social networks, with the support of mass media. As a result of this exercise, the government identified procedures and services more important to citizens and, therefore, should be automated. As a result, a map of 13 strategic projects for citizens was created and will be implemented over the next four year through the Ministry of ICT, with the support of all national government agencies.

The "Urna de Cristal" initiative promoted citizen participation by providing a multichannel citizen-oriented platform for communication with the government and about the government. The government utilised this platform to discuss several national policies with citizens and strengthening the policy formulation process with the support of stakeholders. For example, the national ICT Plan "Plan Vive Digital" was build based on citizen participation, allowing the citizens to define the way of ICT services should be delivered in the next years. Through this platform, the government also discussed topics related to the national sports law, labour services delivery, regulatory framework, and other policies and programmes.

The "Vive Gobierno Móvil" project was delivered by the Ministry of ICT in partnership with 35 public institutions from 14 sectors of the national government.[2] The project brought app developers together for "mobile apps development marathons" to address challenges related to public issues. Through the involvement of all stakeholders, these exercises resulted in the development of government services apps tailored to the specific needs of the stakeholders.

The national Ministry of ICT developed the National Innovation Centre for Electronic Government, in partnership with the United Nations. This centre involves different stakeholders related to public problems to redesign and improve specific public services, helping the government agencies in charge to deliver better services to citizens.

As part of the e-Government Strategy (described above), regular consultations with citizens is required in order to develop users' characterisation, evaluation and assessment of satisfaction with services to foster continuous improvement. Through direct citizen participation, government agencies are able to obtain real inputs for the design, improvement and scaling of e-services offered.

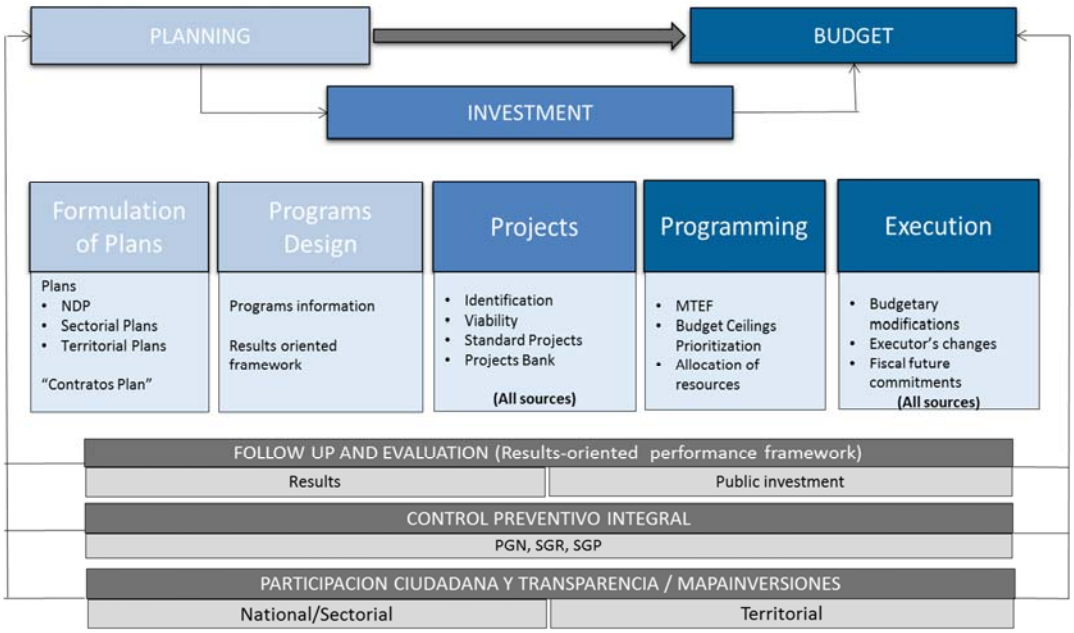
Innovative policy design for inclusive growth

Key Initiatives

Since 2010, the National Planning Department (DNP) has aimed to consolidate a public investment system that not only covers how much is spend, but also includes a public value approach that takes into account where the resources are being devoted and which products and results are achieved. All of these in a major effort to put in place an investment budgeting for results.

On this endeavour DNP's initiatives have been directed to the strengthening of the planning, programming, follow up and evaluation of the planning tools. Figure 1 shows the integration between the different parts of the budgeting process, currently being implemented by the DNP.

Figure 1. National Planning Department Budgeting Process



Source: World Bank Group

In the planning phase, changes towards "budgeting for results" are reflected in the National Development Plan 2014-2018, which guides all the planning and public investment for a four year period for the achievement of measurable goals. The plan implements a methodology based on final and intermediate results for investment programmes. 17 indicators of final results, 238 indicators of intermediate results and 600 indicators of final products were included in the Plan. All indicators measure different levels in the value chain of the initiatives that were prioritised in the Plan. Additionally, a special chapter for the follow up and evaluation was included which establishes the different verification methods to verify the progress of the Plan at national and territorial scale.

As part of the National Development Plan exercise, all 24 government sectors were involved in defining sectorial plans that feed into the measurement of indicators. This movement towards a results-oriented approach through the DNP has a strategic value for the country, taking into account the fact that the Plan is the core guide for the formulation of both sectorial and territorial plans.

In the programming, execution and follow up phases, the DNP linked public investment to expected results of planning through the programmes of the former Multiannual Plan of Investment (2010-2014). Currently, the DNP is working on the investment programmes structuring along with its logical frameworks hand in hand with the sectors and the support of the World Bank. By the end of 2015, 70% of public investment will be based on results-oriented budgeting.

This initiative is grounded on previous efforts to improve the quality of government investments, such as *the strategy of generating public value of investment in Colombia* implemented between 2010 and 2014. This strategy was based on the value chain methodology, which allows government to identify the

value of goods and services financed through public investment. As a result, government knows, on one hand, the relationship between the resources management and the goods or services generated and, on the other, how to measure the investment outcomes according to performance measurements such as productivity, efficiency and cost of opportunity of the investment. Additionally, to improve the quality of investment, the government designed 20 standard projects to include sectorial guidelines, details on design and budget ceilings for every type of project. These criteria allow government agencies to have clear, results-oriented guidance to aid the design of their projects.

In the follow-up and evaluation phases, the DNP's National System for the Evaluation of Performance and Results (SINERGIA) establishes the methodology to conduct programme evaluations. By using the value chain methodology, the evaluation can measure the achievement of results and identify bottlenecks to overcome in order to better implement public policy. SINERGIA has produced three major results:

- First, programme evaluation is conducted through strategic indicators (products and results). These indicators have been used to set the control panels[3] of the Presidency of the Republic, 24 sectorial control panels and 8 cross-government control panels (intersectoral public policies such as early childhood) which are used by the Centre of Government to verify the progress of public policies.
- Second, strategic evaluations create an evidence-based for the design or revision of public policies. Since 2007, 103 evaluations have been carried out. In addition, protocols for the management and anonymisation of database used for the evaluations were development allowing the diffusion and publication of the evaluation's results under international quality standards.
- Third, new tools were developed in order to utilise more analytic and technical criteria for the decision-making process. Between 2011 and 2014, eight surveys were carried out, allowing decision makers to understand how citizens evaluate the delivery of different services and programmes.

Joined-up Government

As a central agency, the DNP is involved in several joint projects with other government agencies. First, the DNP and the National Agency for Statistics (DANE) collaborate to create standardised measures for the statistical classification of investment products and activities classification. This supports the implementation of the value chain approach in the National Development Plan. Particularly the Central Classification of Products (CPC-ONU) and the International Uniform Industrial Classification (CIIU-ONU) were included for the products and activities of its investment projects. The creation and implementation of these standardised classifications will enable the production of homogeneous and comparable information that can be used for evaluation purposes.

In addition, the DNP is working with the Ministry of Finance and Public Credit (MHCP) to harmonise budget classifiers for both investment and operating expenditure. A programmatic classifier will be developed and adopted that allows planning to be linked with investment through results-oriented programmes.

DNP and MHCP are also working on the implementation of a strategy, along with its methodological and operative application, to harmonise the National General Budget (PG) with international standards found in the Fiscal Statistics Handbook.

The DNP is working with several other departments to create the MapaRegalias platform. Based on the recommendations from a recent study conducted by the Inter-American Development Bank, this platform broadens the agenda of transparency in the natural resource sector. Citizens can access this platform to view information on royalty management, data on the monthly production of minerals, and the liquidation of royalties. As a result, the tool provides consolidated information useful in performing regional or sectorial analyses, which contribute to an understanding of the global impact of resource revenue. It is expected that this type of information system will be replicated for all public investment.

Last, the current National Development Plan 2014-2018 "All for a new Country" initiative joins central and regional governments in a "closing the gaps" approach toward reducing inequality between different regions that have different needs. This is the first Plan grounded on this approach seeking to achieve regional impacts.

Fostering a Whole of Government Approach

In addition to the SINERGIA programme (describe above), the Government of Colombia has implemented two initiatives that utilise a whole of government approach to policy design.

First, a priority for the government is the establishment of a budgeting model that promote project planning through the budget. The Budgeting for Results initiative represents one of the main strategies to advance the government towards this goal. Through this initiative, the DNP is currently working together with eight sectors in the design of a programmatic structure that covers the core objectives of each sector. Thanks to this joint effort, from 2016 onwards the investment budget will be prepared with a results-oriented approach linked to the National Development Plan in 8 sectors: Agriculture, Defence, Education, and Social inclusion, Health, Labour, Transport and Housing, which represent 70% of the overall budget. It is expected that in 2018 all sectors are covered by the model.

Second, the DNP, supported by the World Bank, is currently developing the Precautionary Control of the Public Investment principle. This principle will take into account the structure, policies and procedures used to achieve government results and avoid waste and misuse. The principle is grounded on gathering, processing, verifying and analysing information, the inclusion of control measures and feeding back this information into investment planning.

Innovative Policy Design

Based on the success of MapaRegalias (described above), the DNP has started the development of MapaInversiones, which will cover all public budget funding sources. All information related to public budget funding will be released on one site, allowing for transparency in government spending.

In addition, the Government has developed a strategy, called "Visible Audits", which seek to provide audits for the investment of royalty funds as well as promoting good practices through forums with the beneficiary communities, actors involved in the execution and control institutions. Since 2012, 102 projects have been audited for

a total amount of COP 1.514 billion and included 10 696 people involved in the project's implementation through 180 public hearings and 33 technical working groups.

Improving the delivery of services for and with citizens

Key initiatives

In order to update and improve Colombia's public employment policy, the Administrative Department of Public Service (DAFP) is reviewing the current guidelines using, as a reference, various assessments of national and international bodies such as the OECD, IDB CLAD and the University of the Andes, and others.

Additionally, the National Development Plan 2014 – 2018, strategic roadmap for governmental action plan, included a strategy entitled "Strengthened Public Employment". This strategy seeks pursues excellence in public service, modernising regulatory frameworks to enable a symbiotic relationships between the State as employer and public servants, and dignifying their work in order to increase State confidence indexes.

As a result of this initiative, Colombia has identified and implemented a series of actions that have been grouped around the four main areas described in the OECD Public Governance Review in 2014:

1. Planning and strategic management of public workforce

DAFP is strengthening the registration and systematisation of information on personnel working for the State. The system (SIGEP) currently has reliable and up to date information of 49.5% of the national agencies. Completion of the task is expected by the end of 2015. This project allows DAFP to produce reliable information about public employment and identify useful facts, such as how many men and women are linked to the Public Administration, their educational levels or hierarchical levels, among others.

As well, Law 909 of 2004, 1474, regulates public sector employment, ensuring the principle of merit-based employment in the Colombian Public Administration. Since the civil service is already strictly regulated, the Colombian Government has focused, over the last years, to strengthening high level positions which are appointed at the discretion of the President. Between 2011 and 2015, Colombia has enforced regulations obliging important control authorities (Superintendents and Chiefs of Internal Control) to have special and determined qualities to be able to take office.

Also, Constitutional Court Justices are nominated by the President as an open contest, through which their candidacy is filtered according to their competencies, knowledge and capacity. In 2014, DAFP passed Decree 248, which requires that every sub-national authority have their Procurement delegate ("*Personero"*) selected by a merit contest held by their administrative corporations ("*Consejos"*).

2. Strengthening the capacity to recruit and retain talent and improve skills and competencies

With international advice from various peer authorities of Chile, Spain and Mexico, Colombia is working on the standardisation, accreditation and certification

of competencies for the Colombian public sector, which will be the basis for strategic management of human resources in Colombia.

The President has announced a special scholarship programme in order to facilitate higher education at the undergraduate, masters or doctoral level for public servants. For 2015 – 2016, 1 150 scholarships are offered by the Colombian School of Public Administration (ESAP), 7 by the Colombian Institute of Educational Credit (ICETEX), and 25 by the Spanish Agency for International Development Co-operation (AECID). Also, a bilingual strategy was launched and is been piloted in 6 public organisations through virtual courses offered by National Learning Service (SENA).

To lower costs and optimise the supply for the public sector, the recent National Development Plan enforced a new model for conducting merit-based contests. DAFP is currently structuring a framework of price agreements based on the market in co-ordination with the Public Procurement Agency, the Colombian Institute for Educational Evaluation (ICFES) and the Civil Service Commission (CNSC).

Colombia grants public union workers the possibility to present to the Government with petitions regarding their labour rights and standards. After two months of negotiation with the Labour Ministry and the DAFP, the parties agreed on 73 of 100 points including economic and regulatory agreements. This effort matches with a strategy framed within the National Development Plan about decent employment (attending ILO standards) for both public and private sectors.

Job flexibility has also been one of the current challenges for DAFP. Teleworking and flexible schedules are recent initiatives implemented for the civil service. Today national and sub-national levels have 1 083 teleworkers and 66 public organisations have signed the Pact of Telework, which increase this number in the following years. This represents 13.2% of all public organisations.[4] Also, more than 63 public agencies have implemented flexible schedules to reconciling personal and family life of public servants with the civil service.

Finally, the DAFP is working on a study that will achieve simpler pay scales and will allow a greater mobility in public service.

3. Enhancing performance orientation and leadership development

In co-ordination with the CNSC, the DAFP is carrying out a review of the evaluation system applied to public servants in order to identify critical points in this process. This project is based on the OECD Pilot held by the *Instituto Nacional de Vías* – Invías, which operates a simulated specific optimal evaluation system that, if successful, might be implemented in the National level.

Regarding public management, during the fourth quarter of 2015, DAFP will facilitate a series of workshops for 250 high profile managers aimed to strengthen their technical abilities and, above all, develop their managing and leading skills.

Merit as a principle for entering public service is one of the bases of Colombian model. Since 2010, DAFP has assessed 11 710 applicants for 5 902 jobs. Similarly, since 2011 the heads of internal control of public entities are selected by merit and appointed by the President of the Republic directly.

4. Strengthening the reform of human resources:

DAFP has been working on strengthening human resource management by studying many regulations affecting public employment, including wages, personnel management, job mobility, among others. This exercise seeks to identify ways to unify legal criteria, compile rules and determine proposals for regulatory simplification. As well, DAFP's strategic framework is being redefined in order to strengthen its position as a policy leader in civil service matters.

The above four actions and initiatives were consolidated in a policy document for public employment, which was presented in December 2015. This document's purpose is to, first, meet the main recommendation made by the OECD Review in order to strengthen the strategic management of human talent, and, second, complete a crucial process that must be done to improve public governance standards in Colombia.

Building a Diverse Civil Service

The Government of Colombia has proven its strong commitment to equal opportunities for every citizen in participating in civil service. Women, for example, have been historically been left out high profile decision-making positions. Colombia has been working on enforcing women participation and, since 2000, 30% of executive and public management positions must be held by women. In addition, DAFP is tasked with analysing and studying every public organisation each year to determine the percentage of compliance of this policy.

In a much larger scope, DAFP is collecting information, based on the advances of the SIGEP and other strategies, in order to establish a base line of civil servants with disability status and ethnic minorities in the State workforce. This project is supported by both the Presidential Offices dedicated to inclusive policies of women and disabled citizens and with an NGO dedicated to inclusive actions (*Fundación Saldarriaga Concha*).

DAFP is willing to adapt a document based on Saldarriaga Concha's methodology in order to promote and demand to every public organisation a more inclusive workspace. This proposal aims to incorporate differential approach through the implementation of an Inclusive State Model developed by the Saldarriaga Concha Foundation. To implement this, a pilot project in the Administrative Department of Public Service will be developed, which aims to determine the methodological approach in matters of public employment and organisational design. These guidelines will emphasise the inclusion of people with disabilities but also will apply to the inclusion of all people who are vulnerable to any kind of exclusion and that are, right now within public institutions or willing to access public employment.

In general, the Colombian Civil Service intends to operate on the basic concept that working is a "Universal Design", which seeks to create a work environment accessible to as many people as possible without having to adapt or redesign them in a special way. This methodological approach does not involve large costs and is easily adaptable. Among the specific topics to be defined in the Guide for public entities, will be:

- Physical accessibility and signage
- Virtual accessibility

- Training and inclusive education programmes
- Skills of public servants for inclusion
- Organisational culture
- Inclusive working methods

The scope and development of the merit principle is also endured by inclusive and non-discrimination practices. Some National Agencies (including DAFP, Ministry of Interior and the Presidential Delegate for Human Rights) promoted, in 2015, a non-discrimination strategy in working environments as a mean for inclusive employment. In a formal communication, these agencies stated some guidelines to prevent and act against discrimination in public working environments.

Impact on Trust

Although an evaluation of the impact of those initiatives in the overall level of trust in the government, there are some evaluations on strategic issues that directly impact the *levels of trust. The Colombian Government has committed to providing a better service to the citizens and implementing public management strategies that are more efficient, transparent and participatory. In this way, it is contributing to improve the levels of confidence that the citizens have on the public administration and their public servants.*

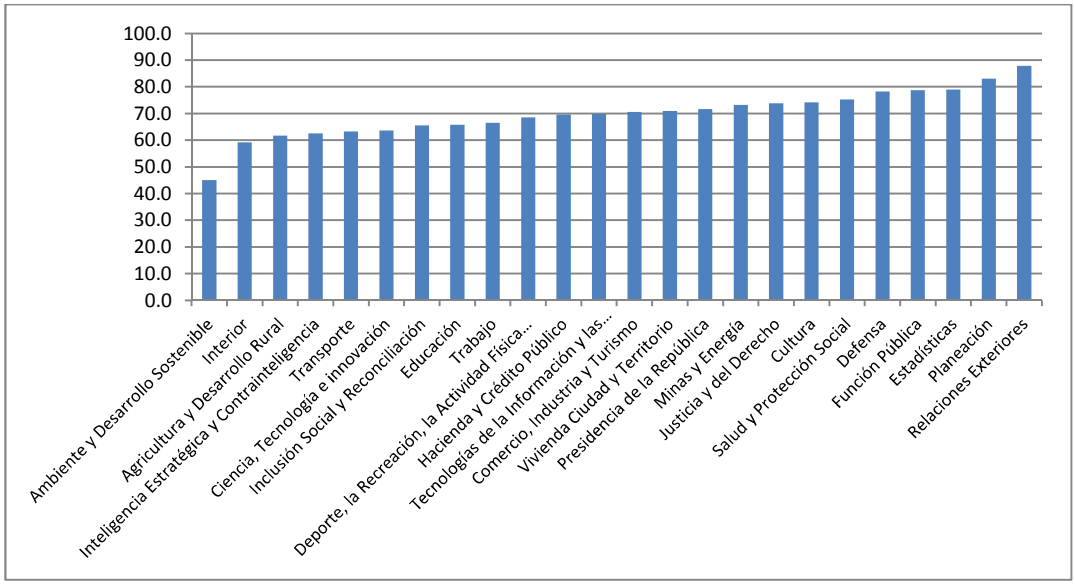
One of these subjects is the selection of public servants in a transparent and merit-based process. Although an evaluation of the impact of those processes has not been conducted, the DAFP, together with the Anticorruption and Transparency Project of the European Union for Colombia (ACTUE) has initiated an evaluation of the impact of the merit-based appointment of Internal Control Chiefs in the public institutions of the executive branch at the national level. The result of this evaluation will be available in 2016 and will become the baseline to measure the advantages of applying processes that take into account capacities, abilities and performance in order to occupy such important roles.

Additionally, since some of the laws that promote and strengthen the right of access to public information and citizen engagement were recently issued, Colombia does not yet have evaluations on their impact. Nevertheless, the Government of Colombia has analysed the progresses in the laws that issued in 2014, among them the Transparency and Right of Access to Public Information Law.

To that end, a set of indicators to identify baselines of the progress made by public institutions of the executive branch of the national level was included in the Single Report of Progress in Management (Formulario Único de Reporte de Avance en la Gestión – FURAG).

After analysing the 24 sectors of the executive branch of the national level, the component of Access to Public Information was implemented in a 69.9% in average, based in other regulatory instruments such as the Strategy of Online Government, the Program for Service to the Citizen, the Archive Law and the Public Employment Law, and others. Figure 3 below show the results of the 2014 measurement of this component:

Figure 3. Transparency and access to public information (2014)



Source: FURAG 2014 / DAFP

In addition to the above evaluation, other studies have been completed that evaluate trust in the public sector. The NGO *Transparency for Colombia* created the National Transparency Index[5] in 2013-2014. The index shows positive results in the indicators associated with the management of human talent in the public institutions of the national level, reaching a global grade of 68.7/100 (corresponding to a medium level of risk). Some of the better and most relevant results are the coherence in the functions and competences of public servants, which was graded in 78.8/ 00, and the composition of public employment (ratio of public servants dedicated to missional functions of the institutions and those dedicated to support functions), graded in 77.4/100.

The Survey of Institutional Performance, operated by DANE, is run each year to monitor the perception of public servants about institutional environment and performance as a measure of the general institutional development of the country. In 2014, 21 520 public servants in 171 public institutions of the national level responded to the survey. Their responses covered 6 components: work environment, physical resources administration, planning and budgeting, prevention of irregular practices, accountability and service to the citizens.

Some key findings from the report include[6]:

1. 53.2% of public servants are women;
2. 14.0% of public servants belong to the management/advisory level, 64.1 % to the professional/technical level, and 21.9 % to the assistant level.
3. 90.1 % of public servants identify the public organisation where they work as a good place to work.
4. 97.7 % of the public servants agree that their work contributed to achieving the strategic objectives of the public organisation where they work.

5. 93.7% of public servants would like to stay in their actual jobs to learn more and become experts.
6. 89.5% of the public servants consider that the public organisation where they work use planning tools for their activities and 88.1% believe that the organisation's goals are assesses annually.

Core Values of the Public Sector

The Colombian State has made significant progress in the last few years in the formulation of a strong regulatory framework oriented towards producing better instruments to manage the relationship of citizens with the State. This regulatory progress ranges from the issuance of new laws, decrees, policy documents and guidelines to be used by public and private actors to implement actions that improve the service to the citizens, accountability and civic engagement strategies.

The main normative and public policy developments made by the Colombian State in strategic topics included in the commitments made by the country in the "Carta Iberoamericana de los Derechos y Deberes del Ciudadano" (Iberoamerican Charter for the Rights and Duties of Citizens) are presented below:

1. Transparency Regulations to Guarantee Access to Public Information:

This recently enforced law of transparency and access to information unifies criteria of transparency and access to public information under a common framework based on international standards (one of them is the model law on this subject by the OAS). The law also states the principles of gratuity, quality and opportunity in the access to information, promotes special guarantees for the exercise of this right and strengthens the control institutions (the Attorney General's Office, the General Accounting Office, the Office of the Ombudsman and Citizen's Oversight Committees). It also defines what information can be excluded from the public access and establishes the correlative obligation to answer the requests for information made by citizens and to publish and make its consultation easier.

This law also requires the inclusion of a broad group of actors that are responsible for its implementation, including all the branches of public power in the national and local level, the autonomous government agencies, political parties, and private organisations that provide public services or fulfil public roles.

Other regulations complied by all the subjects obliged by the law and which include:

- Active transparency through the publication and dissemination of public information.
- Passive transparency through the management of requirements of public information.
- Management of classified information.
- Monitoring of the management of information.

2. Civic participation and accountability

On July 2015 the Democratic Participation Law 1757 was issued. Its objective is to "promote, protect and guarantee the right to participate in the political,

administrative, economic, social and cultural life and to control the public power". By complying with the Iberoamerican Charter for the Rights and Duties of Citizens, this new regulation improves and makes more agile the democratic mechanisms that the citizens have in Colombia to exercise control on the government and on their representatives. This includes:

- The elimination of signature requirement to institute committees that promote referendums: a single citizen can now be a spokesman and promoter of referendums and recalling of public officials.
- Support to popular consultations: popular consultations from citizens are created in both the national and local levels.
- Changes in the recalling of public officials: required percentages to call for elections to recall public officials were lowered, from 40% to 30% of the total number of votes that the public official obtained in the elections. As well, the required percentage of participation in those elections was lowered from 50% to 40% of the valid votes registered the day that the official was elected.

The law also created the following incentives to enhance Citizen Participation:

- The mandate to include strategies to promote participation was instituted as an obligation in the strategic planning processes of all public institutions.
- The obligation to include budgets to spend on participatory budgeting in departmental and municipal budgets.
- A National Council of Citizen Participation was created, together with Local Participation Councils in Departments, Districts and Municipalities. Their objective is to define and monitoring of the public policy of citizen participation.
- A new space called "Prosperity Alliances" was created with the objective that communities, governments and companies dedicated to mining and energy activities to discuss the social and environmental impacts of projects.

3. Normative improvement

In October 2014, a policy document aimed to establish the bases to institutionalise the Analysis of Normative Impact (AIN) in the earlier stages of the process of emission of regulations in the Executive Branch, as a tool to strengthen confidence, effectiveness and transparency of regulatory frameworks.

The document develops the following five strategies aimed at strengthening the social and economic efficiency of the norms:

1. Implementation of the required institutional arrangements.
2. Generation and strengthening of capacities for management.
3. Implementation of tools of analysis of normative impact through a pilot programme.
4. Implementation of guides.
5. Diffusion of mechanisms and tools of management and rationalisation of the normative inventories.

Many of these strategies rely on the executive's capacity of implementation. As described before, these new regulations modify some of the public sector's inherent dynamics based on internal requirements or new approaches of how things are done. In that sense, leadership of every senior executive is necessary to succeed in a real trust consolidation strategy.

Understanding the importance of senior leaders on the consolidation of this overall transparency and trust crusade, the DAFP is concentrating a lot of its institutional capacity on a cultural change strategy based on ethical codes, and high level courses on leadership and team management. Since this strategy is just beginning, no evaluation of the impact of the policy has been conducted. However, it is expected that many of the NGO Governance and Transparency indexes (discussed above) will soon improve and, with that improvement, a better image of State action and capacity.

Since this reform implements big-scaled cultural change through normative and policy instruments, challenges for implementation will imply many social factors inherent to public culture in Colombia. In order to prevent this from happening, DAFP and the Program of Citizen Service are working together on a supporting strategy in order to guarantee these new reforms to increase transparency and trust can be effectively implemented.

Strengthening accountability through better performance management and evaluation

Key initiatives

For the past 20 years, Colombia's National Planning Department (DNP) has been developing the National Evaluation and Results Management System, currently called SINERGIA. That system has become one of the most relevant sources of information for public policy monitoring and evaluation (M&E) in Colombia.

SINERGIA's purpose is to carry out monitoring and evaluation in a way that allows the national government and the citizens to verify policies and programmes' progress for the attainment of strategic objectives and targets for the social and economic development of the country.

In recent years, SINERGIA has strengthened the public policy evaluation component for evaluations carried out by the DNP, through strengthening the technical capacity of the officials in charge of evaluation and through the research and adoption of internationally established methodologies.

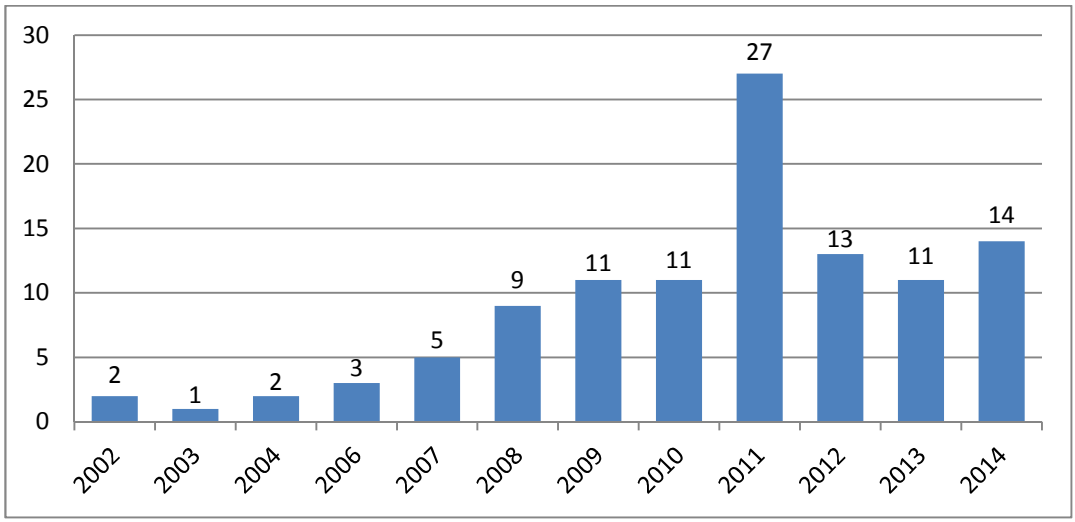
As a result of that strengthening process, SINERGIA now utilises a standardised and established process for the design, implementation and use of evaluations. The evaluations developed by SINERGIA are the result of a concerted and co-ordinated process with the government's institutions that are involved in the policies and programmes evaluated.

Not only SINERGIA is a reference in the implementation of public policy evaluations, it is also a methodological reference for other government institutions when carrying out their own evaluations. SINERGIA provides on-going technical support to the government institutions that require the implementation of evaluations, thus progressing towards the standardisation of evaluation processes across the whole government.

To inform performance management, SINERGIA seeks to be an information instrument for the decision making. This information is technical evidence of the government's performance gathered through:

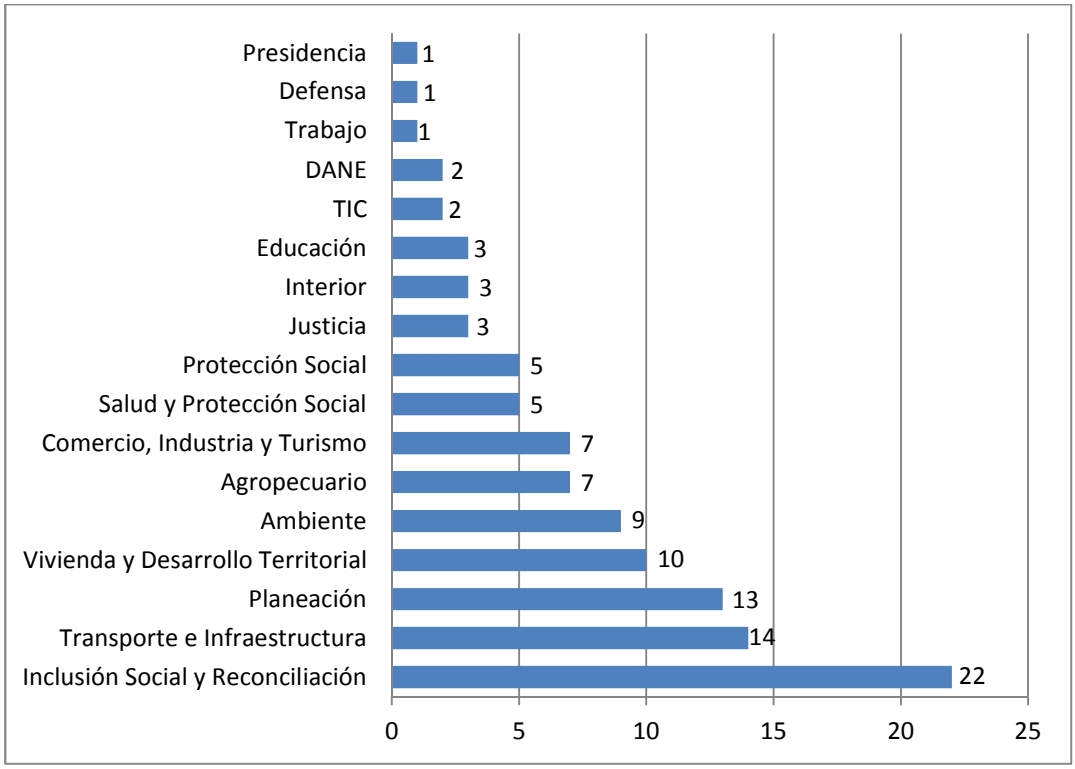
- Follow up of the National Development Plan: For the current plan 2014-2018, 826 indicators were defined and will guide the follow up of its advance and accomplishments. Of those indicators, 210 territorial indicators were defined and included for the first time in order to monitor the closing gaps approach implementation and impact.
- Surveys: Between 2011 and 2014, eight surveys were conducted making possible to understand the perception of citizens in relation to the delivery of goods and services. The results complement the information given by the evaluation of programmes and policies and the progress reports given by sectors through the control panels.
- Strategic evaluations: During the last four years SINERGIA has done on average 12 evaluations per year (Figures 4 and 5):

Figure 4. Evaluations per year by SINERGIA (2004-2015)



Source: SINERGIA

Figure 5. Evaluations by sector (2004-2015)



Source: SINERGIA

Identifying What Works

The Government of Colombia utilises control panels (described above) as a key instrument to measure what works and what does not work. Control panels are results-oriented and are classified in different categories: sectorial and cross-government.

Besides control panels, the SINERGIA evaluation system compares the policy design (what is should be) and its implementation (what it is), analysing the actors involved along the policy cycle and discovering any bottlenecks or lack of co-ordination that occurs. From there, good practices and possible solutions are identified in order to overcome the bottlenecks.

Programme Piloting

The DNP conducted a series of piloting projects that adopt a territorial integrated approach to rural development ("PDRIET"). The aim of these pilots is to assess policy options to improve rural households' accessibility to public services. The DNP directly co-operated with municipalities in the design, implementation and funding of these pilots.

The DNP, in co-operation with the Ministry of Agriculture and Rural Development of Colombia, is also in charge of another initiative to promote sustainable rural development called Mission Rural. This policy assessment seeks to provide long-term policy guidelines to the national rural development strategy.

As well, SINERGIA has conducted two recent pilots. First, in 2014, SINERGIA took part in the piloting of the technologic extension programme which looks to improve the productivity of the enterprises through the re-organisation of its internal process. Second, in 2015, SINERGIA helped to develop a pilot of the Prevention and Reduction of Anaemia programme that looks to reduce the rates of anaemia in children between 6 and 23 months. The programme is led by the Ministry of Health and its being implemented in the Department of Guainía, and it is expected to be replicated in other departments.

Notes

1 Public Governance Review: Colombia, Implementing Good Governance. 2012.

2 Some of the agencies involved where: Government of Atlántico, Ministry of Health, National Institute for Blind People, Municipality of Acacias, Municipality of Barranquilla, Ministry of ICT, Ministry of agriculture, Ministry of Culture, Colombian Rural Development Institute, Hydrology Institute, Ministry of Justice, Municipality of Manizales, Social Prosperity Department among others.

3 Each national government unit is given a scorecard (control panel) for its principal strategic goals complete with relevant performance indicators. It is filled out on a monthly basis and graded using a traffic-light notation. These control panels scorecards (based on the US White House Dashboards) are reviewed by the National Planning Department and the Presidency. They can be presented at Cabinet meetings and are used for discussion by the President with Ministers and Directors. Scorecards have been designed for key government priorities, including Employment, Poverty Reduction, Security, Environment and Innovation.

4 Approximately 500 public organisations exist.

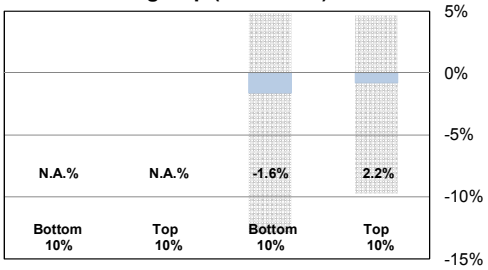
5 The full version of the report of the National Transparency Index is available at: http://www.indicedetransparencia.org.co/ITN/EntidadesNacionales.

6 The full version of the report of the Survey of Institutional Performance is available in: http://www.dane.gov.co/files/EDI/Boletin_EDI_2014.pdf.

Costa Rica

COSTA RICA: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

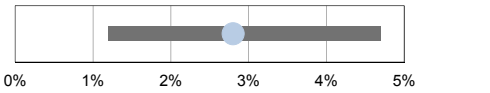
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

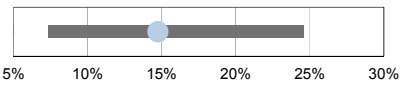
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



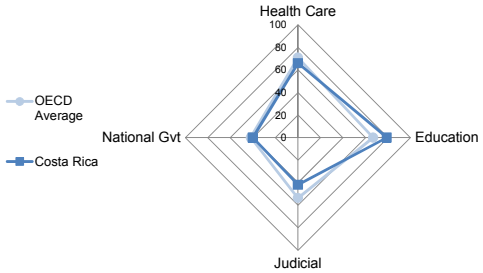
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average N.A. Costa Rica

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

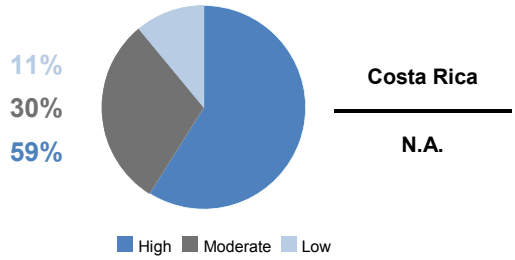
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

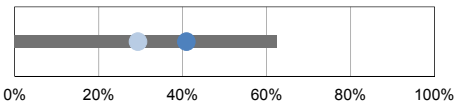
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

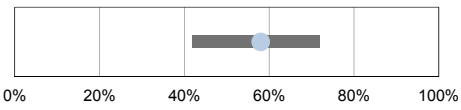
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

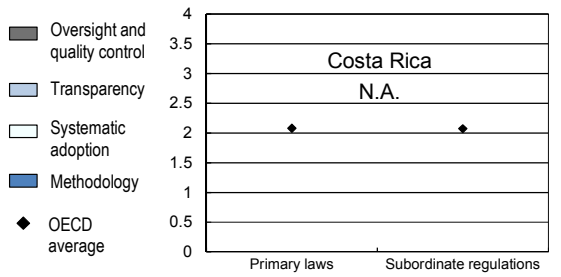
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

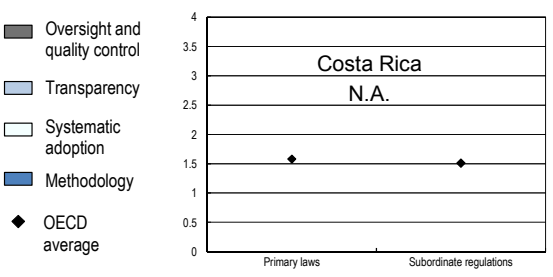
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

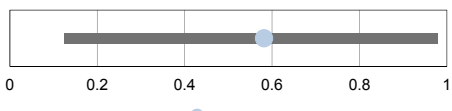
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

The Government of Costa Rica has developed some initiatives that put citizens and businesses in the centre of the government actions. For example (described in further detail below):

- Mesas de diálogos (Dialogues Tables): Camarón, Guanacaste, Chánguena, Pescadores, Agenda Digital
- Alianza por el Empleo y la Producción (Alliance for Employment and Production)
- Puente al Desarrollo (Bridge to Development)
- Tejiendo Desarrollo (Weaving Development)
- Consejos Regionales de Desarrollo: COREDES-PROLI (Regional Development Council for the Province of Limon)
- Hackathon "Desarrollando América Latina": Cultura, Educación, Paz, y Vivienda
- Presupuestos Participativos (Particapatory Budget): In few local governments

First, the Solis Rivera Administration is focusing on main social policy priorities through the Tejiendo Desarrollo (Weaving Development) and Puente al Desarrollo (Bridge to Development) programmes. Both initiatives include citizens and voluntary sector organisations in joint production of government responses to problems of vulnerable and at-risk populations as well as improving the quality of public services that citizens receive from the government. In addition, both initiatives include wide inter-institutional co-ordination, involving relevant organisations in communities, NGOs and other relevant actors in a participatory decision-making process.

As well, the government launched the Alliance for Employment and Production initiative, which is designed to encourage a partnership between the public and private sectors to establish policies aimed at fostering employment opportunities and increased domestic production. This initiative includes the establishment of a joint working group with leading private sector organisations to provide recommendations for achieving the goals of the alliance.

Initiatives like Mesas de Diálogo (Dialogue Tables) work in a focused geographical area or a particular subject area to consult with different stakeholders in the focused areas and integrate them in the decision-making process. These dialogue processes represent an effective mechanism for defining, planning, co-ordinating and monitoring priorities of government action. It also encourages a joint construction of institutional responses between public sector, civil society organisations and the private sector.

The Consejo Regionales de Desarrollo (Regional Development Councils or COREDES) are regional bodies that co-ordinate and articulate policies, plans, programmes and institutional and inter-institutional projects. They seek to encourage the active participation of the various stakeholders involved in the development of the regional policies and programmes. For purposes of planning, administration and development, the country is divided into six regional sectors, each with their own council. They are:

- Central
- Brunca
- Pacífico Central
- Chorotega
- Huetar Norte
- Huetar Caribe

Digital Governance

In addition to the initiatives described above, the government has sponsored programmes that seek to use social media and ICTs to involve citizens in the policy-making process. One such initiative is the Hackathon "Developing Latin America". This initiatives sought to involve civil society entrepreneurs (computer programmers, professionals in the social and economic sciences) to develop digital applications that use public data to better serve the needs of citizens. These apps addressed issues such as culture, peace, housing and education.

Also, local governments have used participatory budget processes to seek agreement on investment priorities to address community needs. Currently, there is a bill being discussed by the National Assembly to create a System of Participatory Planning and Budget Municipal Record for local governments. However, even though some local governments have voluntarily engaged in participatory budgeting processes, the practice has not been institutionalised and is not done systematically.

Improving the delivery of services for and with citizens

Key initiatives

The Solis Rivera Administration is currently implementing an initiative to establish a Center for Government Management for the National Public Administration. This project seeks to enhance the management capacity of the Ministry of the Presidency as the key Centre of Government (CoG) institution in charge of overseeing the top development priorities for the period 2014-2018. In particular, it will seek to strengthen the functions of strategic planning, co-ordination and monitoring and improving performance.

The Strategic Management component will support the implementation of a detailed planning exercise for each of the government's top priority programmes and projects within the three pillars, which includes programmes and strategic public works contributing to economic growth.

Also, the Co-ordination, Monitoring and Improvement of Government Performance component will finance the support of a team of public managers and policy analysts focused full time on removing administrative burdens that obstruct the delivery of the government's top priorities. It would also finance the design and pilot implementation of effective co-ordination mechanisms for cross-sectoral strategic priority goals.

Since this project is in the early stages of implementation, it is too soon to discuss the results.

Accountability: Knowing when policies work to deliver inclusive growth

Key initiatives

The Government of Costa Rica has developed some initiatives to improve policy evaluation and develop a more co-ordinated government-wide evaluation system. These include:

- Quarterly monitoring budgetary management and compliance goals
- Budget results (Linking National Development Plan Budget)
- Strengthening the National System of Evaluation
- Ley General de Control Interno, Nº 8292 del 31 de Julio de 2002 (Internal Control Act)
- Ley de la Administración Financiera de la República y Presupuestos Públicos N°8131 de 18 de setiembre de 2001 (Financial Administration Act of the Republic and Public Budgets)

Furthermore, the General Comptroller of the Republic has the legal powers to carry out processes of audit and control. These efforts seek to review all administrative acts and produce binding recommendations for improvement of administrative processes used for the development of public policy.

Likewise, national legislative committees have the power to investigate the actions of the Public Administration. These processes usually lead to recommendations for improving government actions.

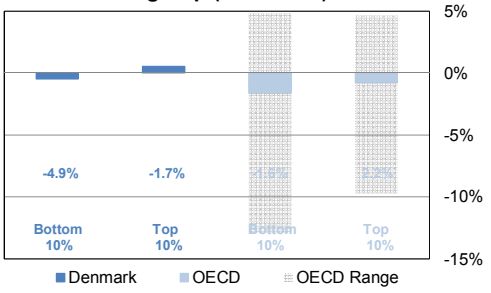
Additionally, the government implemented a wide initiative of open government, using the OECD guidelines in developing the programme. This initiative focuses on how public sector openness, transparency and accountability can be enhanced and promotes trust in government, by assessing:

- Coherence and co-ordination of open government policies
- Citizens' participation in policymaking
- Public financial management
- Integrity and anti-corruption initiatives
- The role of Information and Communication Technologies and social media

Denmark

DENMARK: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

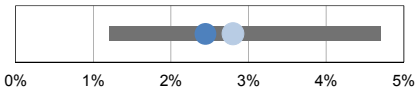
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

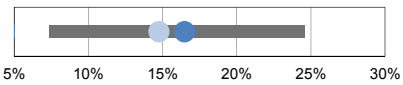
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

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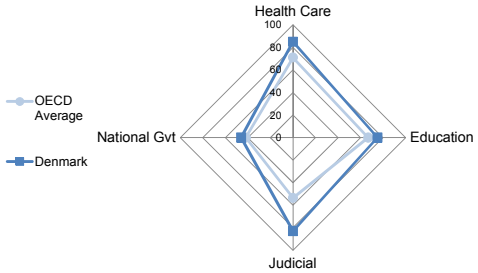
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average Denmark

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

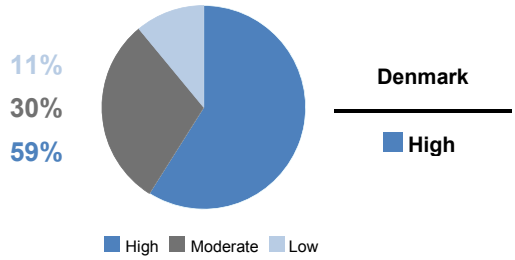
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

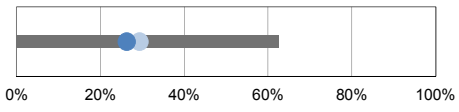
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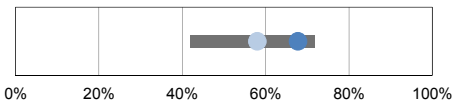
GENDER BALANCE

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Source: Inter-Parliamentary Union Parline Database

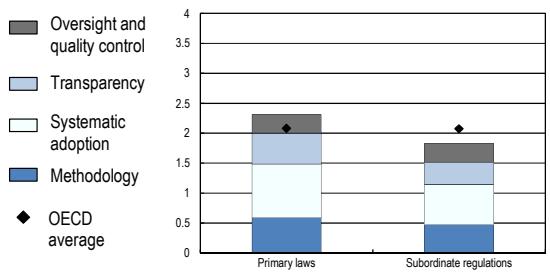
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

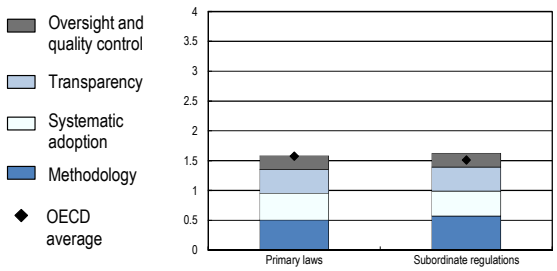
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

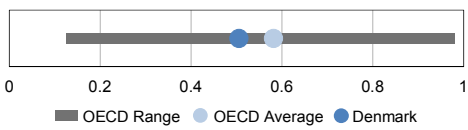
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

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Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

Recently, a number of initiatives have been taken by different subnational government administrations to explore new ways to engage citizens and businesses in decision-making. For instance, "The Good life" project[1], implemented by the Municipality of Ballerup, explored new ways of collaborating directly with citizens in realising their dreams. The Municipality launched a survey to understand what citizens of Ballerup dream of, what drives them in their pursuit of their dreams, and what may constitute obstacles to the realization of their life aspirations and dreams. The survey formed the basis for co-creation processes where municipality staff and citizens meet in order to develop new ideas together and rethink the way in which the municipality performs its tasks. This co-creation process is ongoing in line with the project progress.

In addition, the Central Denmark Region launched the "From Patient to Citizen" project[2], which experimented with a new approach to user and citizen involvement. The purpose was to gain insight into the experience of citizens to facilitate the accommodation of relevant needs. One regional hospital involved hospital staff and the parents of sick children to develop better collaboration between parents and staff in the children's ward. Another hospital focused on how to use patients' resources and own capacity in a better way to strengthen the patients' ability to handle their situation and giving them a sense of ownership and influence.

In September 2009 the local municipality elections had a voter turnout of only 66 percent. On the basis of the voter turnout in 2009, the former government launched a democracy project in January 2013. The aim of the democracy project was to analyse the challenges of local democracy and recommend how citizens could get more involved and interested in local governance. The democracy project released a report in September 2013 which showed, that the voter turnout for young people in the municipality election were particularly low. The report recommended a number of initiatives that should increase young people's interest in local municipality elections and increase voter turnouts inter alia making it possible to vote at educational institutions, alerting young people about upcoming elections and encouraging them to vote, establishing youth hearings and setting up youth councils.

On the topic of engaging citizens and the voluntary sector in the co-production of public services, Denmark implemented a new charter for interaction between Volunteer Denmark/Associations Denmark and the public sector[3]. Denmark's first charter for volunteering was formulated more than ten years ago. Since then, the voluntary sector and the public sector as well as the welfare society have changed. Today, we encounter volunteers on the internet and at local government institutions. In spring 2013, the former government initiated work to innovate the charter for interaction between Volunteer Denmark/Associations Denmark and the public sector. Following a phase of brainstorming that included public consultations and a development phase that included a camp of selected stakeholders, the new charter was formulated by a broadly composed working committee. The charter was published on 1 July 2013.

The charter was implemented in the autumn of 2013 through regional meetings where the charter served as the basis to launch local dialogues between the public

service and Volunteer Denmark/Associations Denmark. Discussions focused on how the visions of the charter could be transformed into reality and implemented locally.

The Danish Government has also partnered with the private sector to find a new model for a public-private partnership on the development of a new generation of a digital signature solution for public services. The project – NemID[4] – seeks to be able to provide a common digital signature solution which can be used by the public and private sector. It provides a common login to access services from most computers with an internet connection by using a user ID, password and code card. Today, the current digital signature solution is mainly used by the banking sector for accessing internet bank solutions in Denmark, and in digital public sector services. Due to the Danish approach to making services mandatory to use online, the use of NemID is close to saturation with 4.6 million active users of a population of 5.6 million Danish citizens.

Fostering inclusiveness

To foster the inclusion of different gender, cultural and socio-economic groups, the Danish Open Government initiative Statutory Elected Senior Citizens Councils was established, which won first prize at the Open Government Awards 2014.[5] Denmark has a diverse and growing population of senior citizens – currently, 20 percent of the Danish population is elderly with the number expected to increase to 27 percent in 2030. With this in mind, the Government recognized that it is important to ensure that society's systems and services are developed in collaboration with representatives of the elderly. Senior Citizens Councils (SCCs) is an example of a new statutory mechanism to involve citizens in government decision-making.

SCCs were established as a grassroots, voluntary initiative in 1990. Since then, the Danish government has passed legislation to make the SCCs a statutory requirement in all municipalities. Today there are SCCs in all municipalities in Denmark, and the civil society organisation National Association of Senior Citizens' Councils, although politically independent, is supported by the Danish Government. According to Danish law, municipal governments are obliged to consult the local SCC before a final decision is made on any issue relevant to the elderly population. Typical subjects addressed by SCCs are primary health care, traffic planning, local infrastructure, cultural policy, and the standard of public service for the elderly and for disabled people. Most important is the SCCs' potential influence on the proposals for the municipal budgets.

There are currently 98 SCCs in Denmark, one in each municipality, comprising around 1 000 members. All citizens who are 60 years old or above are eligible to vote and run for a seat in the local SCC. The candidates elected are in their 60s, 70s and 80s and are equally split between men and women. SCC positions are often won through a contested election, with more than 50 percent turnout in average elections. Many of the members of the SCCs have a large network and deep roots in the local community through a long working life or as active members in local associations and clubs. This helps the SCCs engage the local senior population in debates, public meetings, and other kinds of dialogue and collaboration.

Digital governance

Several public organisations are using social media platforms as complementary channels for communication with a number of citizen segments, especially the

younger population segment. Within the framework of the Danish engagement in the Open Government Partnership, Open Government Camps were organised in 2012 and 2013. The purpose of the camps was to broadly engage other public institutions and citizens directly in the dialogue on open government.

Furthermore, from 2012-2015, Denmark progressively made a number of public digital services mandatory to use online by law. As part of the requirements of those services, central and subnational authorities have to fulfil specific user-friendliness requirements. These requirements are described in a number of guidelines, which include recommendations on the use of user-inputs, including the close engagement of users in the development process for testing, etc. As the different digital public services are under the responsibility of different central and subnational authorities, the practices regarding the use of social media platforms are different. The importance of taking close notice of user feedbacks by using focus groups or user testing is broadly recognized and is part of the overall recommendations in different guidelines to public authorities and system developers in private companies.

Innovative policy design for inclusive growth

Key initiatives

Denmark has a long tradition of using a variety of policy instruments when conducting major policy initiatives. For example, the new food and agricultural policy, launched in December 2015, was based on a search for the best mix of instruments to ensure growth and workplaces in the Danish food and agricultural sector. The new food and agricultural policy was correlated with the governments overall strategy for growth and development in Denmark.

Furthermore, Denmark has a tradition of finding common public sector solutions through dialogue and negotiations between central government and subnational governments represented by their associations (Local Government Denmark and Danish Regions). A powerful example is the common public sector strategies on public sector digitisation and digital welfare. Both strategies are commonly agreed between all parties in the public sector and they have the aim of improving the quality of public service delivery and making delivery more efficient and effective.

Regarding whole-of-government approaches to policy making, Denmark traditionally negotiates and agrees on common public sector initiatives, as explained above. However, legislation is also used to leverage whole-of-government approach in different sector areas by, for example, enforcing common standards or frameworks. The Government has used this approach when developing initiatives in areas such as health, education, building regulation, social welfare standards, etc.

Public sector innovation

Currently, Denmark has no public sector innovation strategy. However, a cross-governmental institution – MindLab – was created to innovate new solutions for society. MindLab also provides a physical, neutral space for inspiring creativity, innovation and collaboration. The institution is currently funded by three ministries and one municipality: the Ministry of Business and Growth, the Ministry of Education, the Ministry of Employment and Odense Municipality and collaborates with the Ministry for Economic Affairs and the Interior. The group of owners cover broad policy areas that affect the daily lives of virtually all Danes, including:

Entrepreneurship, digital self-service, education and employment, etc. MindLab helps decision makers view things from an 'outside-in perspective,' seeing the issue from the point of view of the citizen and co-creating better ideas.[6]

Denmark has a tradition of finding common public sector solutions through dialogue and negotiations between the employer organisations and the employee-organisations (unions). The National Centre for Public Innovation was established in 2014 as a joint-venture between employer organisations and employee-organisations (unions) in the public sector. The purpose of the centre is to enhance the quality and efficiency in the public sector through innovation. The centre is currently funded until 2016.

Improving the delivery of services for and with citizens

Key initiatives

To strengthen the civil service, the Government of Denmark developed the state sector competence development as a key focus area. Beginning in 2000, the Danish Agency for Competence Development was established. The Danish Agency for Competence Development is a joint-venture between employers and employee-organisations (unions) in the public sector. The purpose of the Agency is to enhance competence development efforts of Danish central government agencies and government organisations by providing counselling, practical tools, training and financial support.

The agency provides counselling to government agencies and organisations concerning practical application of the agreement on strategic and systematic competence development. The agency also disseminates knowledge on competence development through education and work place learning through websites, events etc.

In January 2015, the Danish Ministry of Finance launched an initiative called "Good employer practices" which contains four strategic objectives for employers practices in the state sector: clear strategic direction, effective use of personnel resources, trust-based and result-oriented work culture and management information and benchmarking (BI). As part of good employers practice the Agency for the Modernisation of Public Administration (Danish Ministry of Finance) is spreading the idea of a systematic approach to competence management in the state sector.

One way of effectively using personnel resources is through competence management, linked to individual and organizational performance and seen against the core tasks and objectives of the institution. The aim of competence management in the Danish state sector is thus to increase its institutional capacity. This is done by having the right combinations of positions, professions and skills needed for the best quality in performance and the most cost-effective set-up.

In addition, employees in the Danish State Sector are being offered a vast number of different tools to develop their competencies. Many of these tools are being provided as e-learning courses in the online joint catalogue "Campus" that is administered by the Ministry of Finance and local HR-professionals.

Building a diverse civil service

Denmark launched the plan *Better balance* in October 2015, which aims to decentralize government jobs from the capital Copenhagen to less densely populated

areas of Denmark. A total of 3 900 jobs will be relocated from Copenhagen, to more than 30 cities across Denmark. The plan aims to create a better balance in the job market between larger and smaller cities and to ensure a more diverse and inclusive civil service. The majority of the jobs are expected to have been relocated by the end of 2017.

Additionally, it is standard procedure in the civil service to encourage all individuals to apply for job vacancies no matter, age, gender, cultural, religious or ethnic background.

Better balance is expected to be fully implemented by the end of 2017. There has not yet been an impact assessment on whether the initiative has had any impact on building trust in the government.

Core values of the civil service

In 2015, the Danish Ministry of Finance launched the initiative "Seven key duties for civil servants in central government – Code VII". The aim of this code of conduct is to help employees and managers in central government to be aware of their key duties as civil servants. The code describes seven key duties for the work in central government that relates to advice and assistance rendered to the government and its ministers. Code VII supplements the Code of Conduct for public sector employees, which was launched in 2007.

The seven key duties described in Code VII are:

1. Legality: Civil servants must always act within the boundaries defined by existing laws. They must not act contrary to the Constitution or other legislation, including existing EU law.
2. Truthfulness: Civil servants must live up to the duty of truthfulness. They must not contribute to the minister's disclosing incorrect or misleading information to the Parliament or withholding essential information from the Parliament. They must not themselves disclose – or otherwise contribute to the minister's disclosing – information that is incorrect or misleading in the context.
3. Professionalism: Civil servants must act within the framework of generally accepted professional standards. They must particularly do so when performing tasks such as the drafting of bases for decisions, statements to and written material for the Parliament, the press and the general public where this work appears to reflect professional assessments.
4. Development and cooperation: Civil servants must at all times strive to improve their advice and assistance to ministers. In their effort to achieve the best results, they must keep up with developments in their field, focus on possible improvements to quality and efficiency in their remit, be open and responsive to the outside world and cooperate with others.
5. Responsibility and management: Civil servants must actively contribute to carrying out the tasks, strategies and goals established by the minister and the administrative management. Within the legislative framework, they must comply with the directions they receive from their superiors in accordance with the distribution of responsibility in their organization.

6. Openness about errors: Senior management must ensure a culture where errors are handled as soon as possible and where lessons are learned from past errors.
7. Party-political neutrality: Senior management must perform their work in a party-politically neutral manner so as to ensure that they can function as credible civil servants for successive governments. Civil servants must not provide advice and assistance for purely party-political purposes.

Strengthening accountability through better performance management and evaluation

Key initiatives

Denmark does not have a government-wide evaluation system. However, most major policy initiatives are being evaluated, but not systematically, on the basis of a standard template. With regard to administrative policy, the Ministry of Finance has since 2014 provided a government-wide benchmarking database with a number of administrative key performance indicators (KPIs). The KPIs are available to all government institutions and allows them to evaluate their administrative efficiency on the basis of cross-governmental KPIs. The database helps to increase the transparency in the institutions' administrative costs.

With regards to performance management, the Ministry of Finance has in recent years been developing a strategic concept of coherent management where better financial management and good employer practices are being coupled in one single approach supported by digitalization of the processes in the fields of HR and financial controlling. At the core of the concept is that management of public sector institutions must set out a clear strategic direction focusing on the institutions core tasks. The management should use the strategic direction as a management tool by operationalising it into performance goals for all units and ensure that the strategy is known and perceived as meaningful by employees. That supports a more efficient and transparent administration of the government institutions appropriations. The work with coherent management will continue in the coming years where the concept will be implemented in the different ministries. The concept is not normative and the specific design in the different ministries will therefore depend on a local decision on what is appropriate for their performance management.

Furthermore, in 2014, the Ministry of Finance introduced a concept of Performance Measurement for all government institutions to implement. A new survey has shown that 85 percent of all government institutions have implemented the concept of Performance Measurement. The same survey showed that there is a slight tendency towards institutions changing their goals from focusing on output to focusing more on efficiency. The government institutions communicate the Performance Measurement in the annual report. The Ministry of Finance encourages government institutions to set up a Management Information System. The system should be standardized and support the institution's Performance Measurement and KPIs. There is however no cross governmental evaluation system on the Performance Management.

Policy and programme experimentation

The Danish common public sector digital welfare strategy and its initiatives draw on a number of piloted initiatives in small scale which were evaluated for impact

(business case-wise). The aim of the strategy is to accelerate the use of ICT and welfare technology in frontline public service delivery. Specifically, concrete initiatives and objectives in the strategy will speed up the use of efficient and effective digital and technological solutions in healthcare, care for the elderly, social services and education. Successful piloting does sometimes lead to national implementation. One example of this is with the foot ulcer care project, which resulted in a favourable business case and the potential to significantly improve the everyday life of foot ulcer patients.

Also, the strategy must ensure that the public sector continually acquires new knowledge of the effects of digital technologies. The strategy also includes a plan for testing promising technologies quickly to determine whether it would be advantageous to use them throughout Denmark.[7]

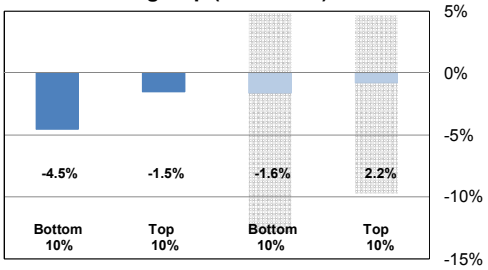
Notes

1. Part of the Danish Open Government Partnership Action Plan 2013-2014. For more information, see: http://www.opengovpartnership.org/files/denmarkopen-government-action-plan-2013-2014eng1-sidedprintpdf/download.
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4. For more information, see: https://www.nemid.nu/dk-en/about_nemid/.
5. For more information, see: http://www.digst.dk/Servicemenu/English/News/Danish-open-government-initiative-wins-Open-Government-Award.
6. For more information, see: http://mind-lab.dk/en/om-mindlab/.
7. For more information, see: http://www.digst.dk/Servicemenu/English/Policy-and-Strategy/Strategy-for-Digital-Welfare.

Estonia

ESTONIA: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

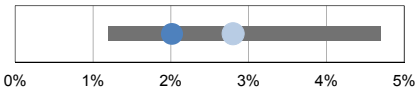
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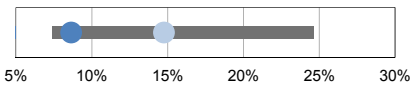
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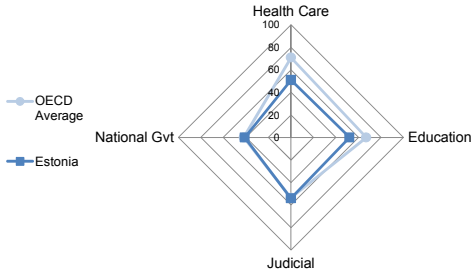
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SATISFACTION WITH SERVICE DELIVERY

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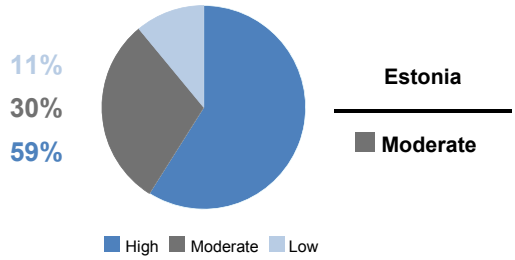
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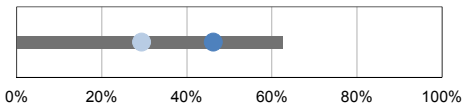
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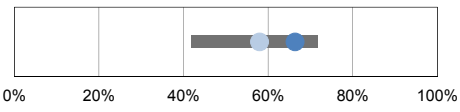
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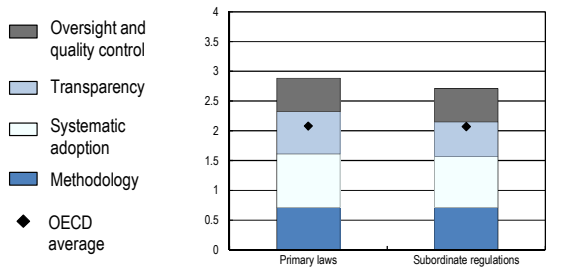
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ENGAGING CITIZENS AND BUSINESSES

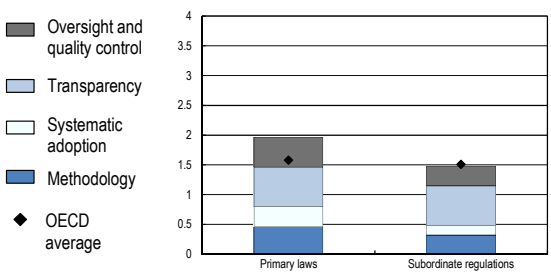
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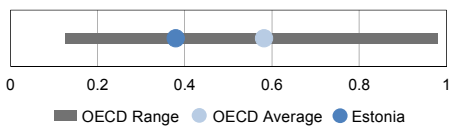
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Engaging with citizens and businesses for more inclusive policies and services

Key Initiatives

At the national level, The People's Assembly[1] (in Estonian: "Rahvakogu") was established as an online platform for crowd-sourcing ideas and proposals to amend Estonia's electoral laws, political party law, and other issues related to the future of democracy in Estonia. The Assembly combines modern communication tools with traditional face-to-face discussions. During the first stage, which operated until the end of January 2013, proposals and comments were submitted, commented, supported or criticised online.

The Assembly focuses specifically on five questions: the electoral system, political parties, competition between the political parties and their internal democracy, financing of the political parties, strengthening the role of civic society in politics between the elections, and stopping the politicisation of public offices. Overall, the Assembly seek to accomplish 2 main goals:

1. Process - to prove that change in the decision-making process is possible by combining online crowd-sourcing with smaller seminars and big deliberation day conference.
2. Results - to have laws amended or new laws passed by the Parliament.

The People's Assembly originated and was organised and led by volunteers from various non-governmental organisations (NGOs) through a Co-ordination Council. While never officially established, this Council was composed of a group of active citizens and NGO representatives who wanted to use innovative, creative and outside-the-box thinking to promote participatory decision-making. NGO Representatives on the council came from the following organisations:

1. Estonian Co-operation Assembly - independent think-tank
3. Praxis Centre for Policy Studies - independent think-tank
4. Network of Estonian Non-profit Organisations (NENO)
5. e-Governance Academy (independent, non-profit)
6. Open Estonia Foundation (independent, non-profit)
7. IT and communications professionals

As well, the People's Assembly had partners from all major four political parties and also from the national Parliament, mainly through the Committee of Constitutional Affairs. The Assembly also received voluntary help from legal experts and advisers.

The Assembly began in January 2013 as a new website where everyone could propose ideas for improving the situation in the areas such as elections, public participation, political parties and their funding. Within three weeks, the site attracted 60 000 visitors, 1 800 registered users and citizens posted nearly 6 000 ideas and comments. All these were grouped and provided with impact assessment by scholars and practitioners.

Next, thematic workshops were held to prioritise proposals in each topic category. In total, 150 people participated in these workshops, which included

authors of the proposals, political party representatives, experts in political science and electoral regulations. The outcome of these prioritised proposals were sent to the Deliberation Day on 6th of April 2014 where a recruited representative sample of 314 people, out of 500 invited, discussed the ideas and cast then their preferences.

As a result, 15 proposals for legislative amendments were presented to the Parliament who set a timetable when these regulations would be discussed in the formal process. Three legislative amendments were adopted within a year of the deliberation process, with another four proposals pending approval.

Rahvakogu model is seen as an overall success in bringing together citizens and politicians in an open, participatory democracy forum. Legislative processes are usually considered "for members only"; however, Rahvakogu created a model of doing the legislative work with maximum openness and transparency, where everybody was invited to participate. The initiative received massive media coverage during the three-month process. Later the Rahvakogu Co-ordination Committee, together with its media partners, ensured Parliament upheld their commitment to discussing the proposals and amending laws.

The most critical part of the Rahvakogu process was overcoming the public pessimism and cynicism towards participatory democracy. Citizens were concerned that this was simply another attempt by political parties to make promises and then fail to deliver. As a result of the People´s Assembly, the public has acquired the possibility to bring their proposals directly to the Parliament for discussions. As well, the People's Assembly makes it easier to create a new political party and take part in national elections. Furthermore, the legal barriers for newcomers have been lowered. As a result, two new parties were created before the elections in March 2015.

Most importantly, the Assembly resulted in participatory democracy becoming a mainstream idea in political discussions. Estonian Parliament and Government are themselves making proposals for opening up the political process and giving up their monopoly for agenda-setting and offering solutions.[2]

Digital Governance

From June 2014, all government ministries switched to a similarly designed and structured webpages to allow the visitor to access information faster and more easily than before as well as have a clear overview of the goals and activities of the government and governmental authorities.

These redesigned webpages of the Government, Government Office and 11 ministries now form a common online environment – the Government Portal. All Government Portal webpages allow access to the webpages of other ministries through links given at the horizontal top menu of the main page. The content structure of the webpages is also unified. All webpages have the same access to overviews of goals and activities, news, images and video as well as information on the organisation itself.

The main pages are also structured similarly, where news, introductions to important subjects as well as direct links to main content pages and social media channels are all placed in the same place on all webpages.

The Government Portal will continue to develop with the help of users. The goal is to make the webpages of all Government Offices easily accessible and full of information the users typically look for.

Reducing administrative burdens

The "zero-bureaucracy" project was launched by the Ministry of Economic Affairs and Communications and Ministry of Finance with the aim to review the processes through which private sector companies submit reports. The goal is to assess the necessity of each report and, if possible, simplify the process or eliminate unnecessary reports altogether. The associations of private sector companies were asked to submit concrete proposals until December 1 2015, after which the proposals were sent to respective ministries to assess whether these proposals can be implemented or not.

Innovative policy design for inclusive growth

Key initiatives

Designing digital services has become a priority for the Estonian government. While originally designed in 2001, the X-Road system has the backbone to the successful design of e-Estonia services. Operating in the background, X-Road allows Estonia's various public and private e-services databases to link up and operate in harmony. As a result, the e-Estonia databases are decentralised, meaning there is no single owner, every government agency or business can choose the product that is right for them, and services can be added one at a time as they are ready. X-Road is the all-important connection between these databases, serving as a tool that allows them to work together for maximum impact.

Originally, X-Road was developed as a system used for making queries to the different databases. Now, it has developed into a tool that can also write to multiple databases, transmit large data sets and perform searches across several databases.

X-Road was designed with growth in mind, so can be scaled up as new e-services, with their various platforms, come online. In 2013, over 287 million queries were completed through X-Road, linking to more than 170 databases. Over 2,000 services and 900 organisations to use X-Road daily, reaching more than 50% of Estonians through the information portal eesti.ee.

Furthermore, X-Road enables a wide range of otherwise complex services to be offered quickly and conveniently. This includes services such as:

- Presenting a registration of residence electronically.
- Checking one's personal data (address registration, exam results, health insurance, etc.) from the national databases.
- Declare taxes electronically.
- Check the validity of your driving license and vehicles registered to your name.
- A newborn child receiving health insurance automatically.

E-residency

The Government of Estonia is also making use of digital technology to implement the e-Residency programme. Launched in December 2014, the first-of-its-kind programme creates a secure state-issued digital identity, which makes the public and private services conveniently and efficiently accessible to non-residents. The vision for the programme is to form a global community of e-Estonians who contribute to the country's development, with the goal of improving service delivery and information sharing for non-natives in order to improve governance in an increasingly globalised community.

Prior to establishing the e-Residency programme, Estonians could access a wide range of public services and communicate with public authorities online for over 10 years. Citizens could access these services, such as applications and correspondence with government, through their easy-to-use, state-issued digital identity, which was either an ID-card or mobile-ID. Their digital identity enabled online authentication and the signing of legal documents online.

However, digital access was only available to physical residents. Foreign investors, entrepreneurs, foreign staff, and other individuals who have business or other relations in Estonia but did not want to become residents of Estonia had to rely on paper-based services. This made interacting with government slower and less accessible for non-residents, compared to quick digital services for the rest of the country. At the same time, government and private entities had to keep up parallel, paper-based processes, making the service delivery even more costly.

The e-Residency programme solves this problem by making public services and private transactions (e.g. signing of contracts) digital and more accessible to 45 000 foreigners who already have business or other relations in Estonia. The essence of e-Residency is to offer Estonian digital identity to anyone in the world, opening up the services more broadly. At the same time, in the context of an otherwise shrinking Estonian population, e-Residency grows the market size of the economy in digital sense by inviting new customers to digital services. This makes Estonia more attractive for new investors, innovators, and business partners.

Overall, the aims of the programme have been to:

1. Improve service delivery by making Estonia's digital public and relevant private services available to non-residents who have some relation (e.g. business) in Estonia.
2. Make Estonia's market and economy bigger by attracting new users and businesses to existing companies and services as well as stimulating innovation for new opportunities.
3. Attracting new businesses to locate to Estonia by providing an incentive for e-Residents to open up new companies.

In initial stages, the target group for e-Residency has been any non-Estonian resident interested in operating an international business online in Estonia. This includes businesses that have existing cross-border business or individuals looking to start new businesses, such as entering the EU market from third countries. To facilitate this, the following services have been opened to e-Residents:

- Establish and administer a company online.

- Conduct all the banking online, e.g. make transfers.
- Declare taxes online.
- Digitally sign contracts and any other documents (e.g. annual reports) within the company or with external partners.
- Access to international payment service providers.

Furthermore, the e-Residency team is involved in heavy feedback and user experience communication with current and potential e-Residents. The findings are fed into service improvements right away, making both the application processes as well as the public and private services available to e-Residents more user-friendly, informative, etc. The outcome has been, as manifested by ample user feedback, that now Estonian digital services and public information is much more accessible to non-residents who don't speak the native language. For example, right now it still requires one face-to-face meeting to open a bank account. Similarly, non-residents require the help of virtual office providers to establish a company with a legal Estonian address. Work is underway to make these services more user-friendly soon.

The design of the e-Residency programme was made possible through wider collaboration initiative with the whole of government. It was initially created by a consortium composed of the Ministry of Interior (in charge of identity policy and the issuing of identity documents); Ministry of Economic Affairs and Communications (in charge of digital services and infrastructure in Estonia) and Government Office (strategic co-ordination of key initiatives across government).

The initiative is governed by an interagency Council consisting of the representatives of aforementioned three founding institutions, joined by Ministry of Foreign Affairs (in charge of issuing of e-Residency abroad), Ministry of Justice (necessary legal framework and business-oriented digital services), Ministry of Finance (related taxing and state budget matters), Enterprise Estonia (national business support agency, hosting the programme team). All these institutions, their officials and subsidiary agencies participate in the further design and delivery of e-Residency programme, including the digital services available to e-Residents.

In addition, starting from the initial development phase, key private sector stakeholders have been involved in designing the programme, which include associations of IT companies and financial service providers. Regular outreach and co-creation activities continue to involve further non-governmental stakeholders in the development of service offering to e-Residents in order to evolve e-Residency into a platform and ecosystem of digital service innovation in both public and private sector.

In just six months, the e-Residency programme demonstrated three promising results. First, by end of May 2015, 3 000 people (more than the initial 2015 annual target) had applied to become e-Resident. This demonstrated the demand for e-Residency, as until May 2015 applicants needed to travel to Estonia twice to apply for the programme. Now, applicants can apply online and pick up their cards in embassies and consulates in 34 countries. Second, applications have been received from more than 90 countries. The majority of applications have come from countries that neighbour Estonia, including: Finland, Russia, Latvia, and Lithuania. This was expected by the government, as the initial target group was identified as non-residents with existing relations to Estonia, which are mostly composed of people

coming from nearby countries. It also reflects that initially you could apply only physically in Estonia, which was a barrier. Since online applications and issuing in our foreign representations were launched, the geography is expanding fast. Last, more than 18 000 people are as potential e-Residents in mailing list.

Public sector innovation

In the beginning of 2016, a public sector and social innovation task force was formed which will develop a strategy and divide responsibilities among various ministries in order to foster public sector and social innovation. The task force will concentrate on following questions:

1. How to increase public sector's capability and motivation to innovate in policymaking and development of public services.
2. How to deliver services in co-operation with private sector and third sector to increase the availability and quality of public services.
3. How to increase the number, viability and capabilities of social enterprises, so that they would become an innovative provider of effective solutions to the public sector.
4. Which new co-operation models between different sectors would help solving social problems (including ICT tools, such as open data).
5. How to better use public procurement for innovation and as a contributor to solving social and environmental problems.

The results are due in 2017.

Improving the delivery of services for and with citizens

Key initiatives

In an effort to strengthen the Estonia Public Administration, the government developed the Top Civil Service Excellence Centre, a structural unit of the Government Office that is responsible for the recruitment, selection and development of top executives in the civil service. The Centre is based on a principle that treats the senior civil service as a community of leaders who share a common set of values and dedicate themselves to serving the state from a whole-of-government perspective and through the state's political leaders. A unified competency model for senior managers in the public service was established in 2009, which creates the basis for the Centre. Under this model, senior managers acknowledge that they are primarily working for the Estonian state and work as a united team to achieve the strategic goals of the state whilst in different organisations. This model promotes a culture of modern and motivated top civil servants who share common values and work as a dedicated team.

Furthermore, to increase diversity in the Estonian Public Administration, the government has implemented policies to increase the number of people with disabilities in the federal workforce. Under the framework of Work Ability Reform and the leadership of Ministry of Social Affairs, the public sector will recruit at least 1 000 people with decreased working abilities and with physical and mental disabilities by the year 2020. The goal of the reform programme is to establish the public sector as an example and, in general, change the attitudes towards people with reduced working ability, which will help them find and keep a job.

Strengthening accountability through better performance management and evaluation

Key initiatives

In an effort to integrate better performance management and evaluation techniques into government programme funding, the Ministry of Economic Affairs and Communications is developing policies to standardise application process for government funds to improve the development of public services and establish a user-friendly service environment. All ministries and agencies wanting funding for developing their e-services have to prove their "business case" to prove the benefit of the investment to the co-ordination unit in the Ministry of Economic Affairs and Communications. So far, the focus has been on developing e-services for e-residents, enhancing e-services in the fields of social protection and register based statistics. The Ministry of Economic Affairs and Communications offers advice when developing the services and also monitors the implementation and progress of the development.

A new support measure to promote experimentation and piloting is being developed by the state chancellery. The idea is to support innovative ideas in how to solve policy issues or deliver public services on a small scale, measure their effectiveness and scale them up if they prove to be effective.

Notes

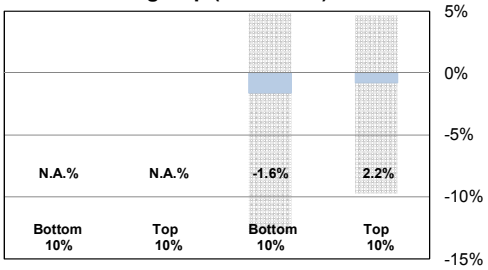
1 For more information, see: www.rahvakogu.ee.

2 Additional information available at: http://2014.opengovawards.org/SUBMITTED-APPLICATIONS.

European Commission

EUROPEAN UNION: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

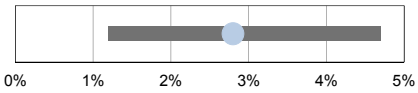
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

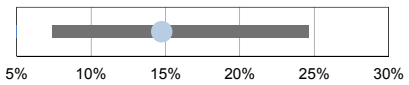
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



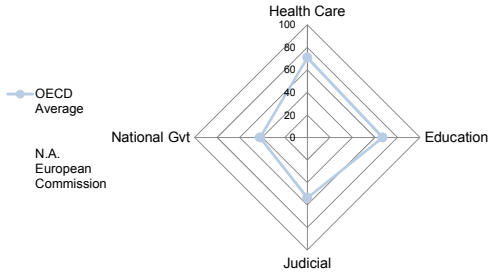
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average N.A. European Commission

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

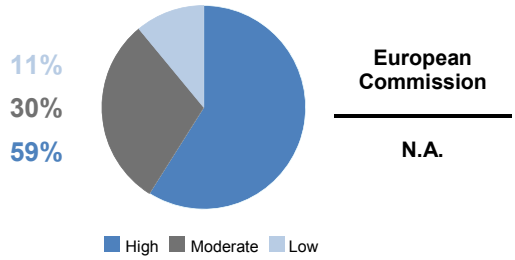
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

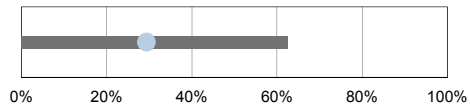
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

GENDER BALANCE

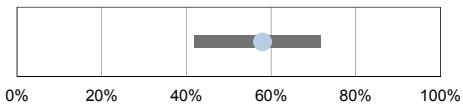
Share of women ministers (2015)



OECD Range OECD Average N.A. European Commission

Source: Inter-Parliamentary Union Parline Database

Public sector employment filled by women (2013)

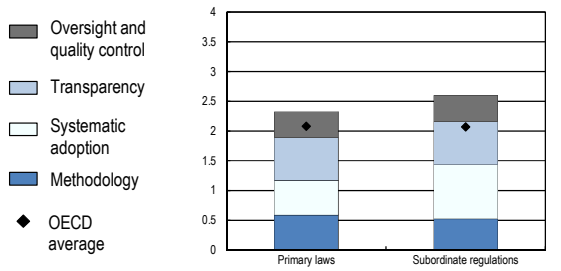


OECD Range OECD Average N.A. European Commission

Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

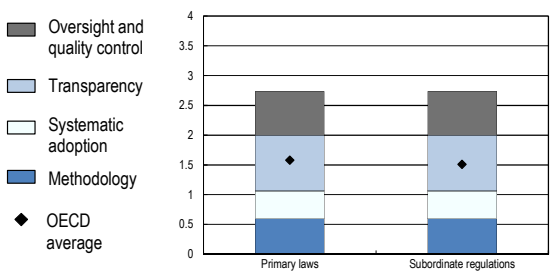
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

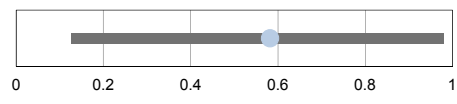
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



OECD Range OECD Average N.A. European Commission

Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

In May 2015, the Commission adopted its "Better Regulation Package",[1] outlining measures to deliver better rules for better results. The measures aim to prepare policies inclusively, based on full transparency and engagement, including by consulting more and listening better to the views of those affected by legislation.

As a key part of the package of reforms, citizens and stakeholders will have an increased opportunity to provide their views over the entire lifecycle of a policy. They can provide feedback on "roadmaps" and "inception impact assessments", which integrates citizen and stakeholder feedback at the beginning of the policy cycle. Furthermore, twelve weeks of open public consultations take place when preparing new proposals or evaluating existing policies as well as for Green Papers. Consultations are mandatory for new proposals with significant impacts and optional for proposals without significant impacts.

After the Commission has adopted a proposal, citizens and stakeholders are invited to provide feedback, which will be presented to the European Parliament and Council to feed into the further legislative debate. In a later stage,[2] all stakeholders will be able to provide feedback on draft delegated and important draft implementing acts needed to implement the legislation adopted by the European Parliament and Council. In addition, a new "Lighten the Load – Have Your Say" feature on the Commission's better regulation website gives everyone a chance to air their views and make comments on existing EU laws and initiatives in addition to the formal consultations the Commission undertakes.

Building on the existing minimum standards on consultation, the Commission's new Better Regulation Guidelines[3] strengthen the commitment to carry out consultations that are high-quality, transparent, and reach all stakeholders. The new guidelines strengthen the role of consultation and stakeholder input across the whole policy cycle and sets out the minimum requirements and best practice to prepare and conduct consultations.

For each initiative, evaluation or Fitness Check and Green Paper, a consultation strategy must be established, identifying relevant stakeholders and most appropriate consultation activities and methods to target stakeholders in the most effective way. The strategy must include an open public consultation when required (see above) and may include, among other activities, targeted consultations, surveys, focus groups, workshops or conferences.[4] The web portal **"Your Voice in Europe"** provides a single access point for all open public consultations and feedback opportunities. The Commission is also working on a new "Better Regulation Portal" where each initiative can be easily tracked throughout the policy cycle.

The Better Regulation Portal will become operational in several stages between mid-2016 and late 2017. These stages are:

Phase 1:

- User-centric portal on the new Europa with rationalised communication information
- Automatic publication of relevant draft delegated, implementing and PRAC acts for feedback

- Centralised feedback collection, registration and publication

Phase 2:

- Planning information for draft delegated, implementing and PRAC acts
- Automatic publication of further documents for feedback (roadmaps, inception impact assessments, adopted proposals)
- Timeline presentation with steps of the Commission decision-making process

Phase 3:

- Extension of the automatic publication to further documents
- Inclusion of public consultations
- Extension of the timeline to inter-institutional events

The Better Regulation Package also strengthened the Regulatory Fitness and Performance Programme (REFIT), which assesses the existing stock of EU legislation to make it more effective and efficient without compromising policy objectives. To increase stakeholder participation, a new REFIT Platform has been set up to collect suggestions for reducing regulatory and administrative burden from citizens and, in particular, businesses. Composed of high-level experts from business, civil society, social partners, the Economic and Social Committee, and the Committee of Regions and Member States, the Platform listens to good ideas from the "grass roots" on how regulations and administrative processes can be made simpler, smarter and less burdensome.

The Platform draws upon international best practices, such as the UK Red Tape Challenge or the Danish Business Forum, and is chaired by the First Vice-President of the Commission. It is composed of two standing groups.[5] The "Government Group" is made up of one expert nominated from each EU Member State. The "Stakeholder Group" is made up of 20 representatives of business, social partners and civil society, the Economic and Social Committee and the Committee of the Regions. The two standing groups meet regularly and forward proposals, as well as any supplementary remarks, that merit the most attention to the Commission or, as required, to the Member State concerned. The Platform also receives suggestions from the "Lighten the Load" site, describes above.

The Platform responds to regulatory burden reduction suggestions, with members also able to make their own suggestions, and publishes the suggestion, the supplementary remarks and the comments received from the Commission services or Member State concerned publicly.[6]

Also, as part of its REFIT programme, the Commission is reviewing the entire stock of EU legislation and carrying out "Fitness Checks" aimed at assessing whether the regulatory framework for a particular policy sector is "fit for purpose". In the environment policy field, for example, the Commission has completed Fitness Checks of EU freshwater and waste related legislation, and is now undertaking a Fitness Check of the EU Birds and Habitats Directives. Within that context, the Commission has carried out a 12-week public consultation, which was open to all interested parties and available in the 23 official languages of the EU. Its purpose was to gather opinions on current EU nature conservation legislation to feed into the Fitness Check of the Birds and Habitats directives. The consultation attracted almost

553 000 replies - an unprecedented response to a Commission consultation. The replies are currently being analysed and the full report[7] will be published in English, together with an executive summary in all languages of the consultation, will be published in 2016.

Citizens' Initiatives

Additionally, in March 2015, the Commission adopted its first report on the implementation of the European Citizens' Initiative (ECI) Regulation.[8] The ECI is one of the major innovations introduced in the EU Treaties by the Treaty of Lisbon[9] and aims at involving citizens more closely in agenda-setting at EU level. The ECI allows citizens to connect directly with EU institutions to discuss key issues at European level. This instrument aims also at further strengthening the democratic legitimacy of the Union.

The ECI functions by allowing citizens to invite the European Commission to propose legislation on matters where the EU has competence to legislate to implement the EU Treaties. The initiative must be backed by one million EU citizens, from at least seven EU Member States. Furthermore, a minimum number of signatories are required from each of those seven member states, as required by the ECI Regulation.[10] As a result, the initiative allows citizens to connect directly with EU institutions to discuss key issues at European level.

In the first three years since the entry into application of the ECI Regulation, the Commission has received over 50 requests for registration of proposed citizens' initiatives. An estimated six million statements of support have already been collected by organisers of citizens' initiatives for their various causes. To date, three ECIs have met the necessary requirements and reached the one million threshold to be submitted to the Commission: "Right2Water", "One of Us" and "Stop Vivisection". For each of these submissions, the Commission responded[11] by outlining its legal and political conclusions, and the actions it intends to take, or the reasons for not taking action.

Innovative policy design for inclusive growth

Key initiatives

In an effort to design better policies, the Commission systematically conducts impact assessment of major initiatives. The purpose of impact assessments is to search for the best mix of instruments based on the available evidence. A range of policy options are compared to the problem at hand and the objectives to be achieved on the basis of the best evidence available, including stakeholder consultation. While the Commission for many years produced some 100 impact assessments a year, this has dropped in 2014 and 2015 to around 30 in line with a reduction in the number of legislative proposals.

The Commission impact assessments are widely used to underpin the legislative process as well as later evaluations. Impact assessments are carried out on the basis of a set of guidelines and a "toolbox" of methodologies, databases and other tools related to specific issues and are subject to scrutiny by the independent Regulatory Scrutiny Board. If an impact assessment is planned, the Commission publishes an inception impact analysis,[12] which, from the onset of the legislative process, sets out in greater detail the description of the problem, issues related to subsidiarity, the

policy objectives and options as well as the likely impacts of each option. Furthermore, inception impact assessments contain information on planned stakeholder consultations and outline when and how stakeholders will have the opportunity to provide input.

Utilising joined-up government

The new Commission that took over in the autumn of 2014 has put a focus on joined up governance. When taking up his responsibilities, President Juncker organised the work of Commissioners in a new and innovative way. In order to ensure more policy coherence and facilitate policy co-ordination across policy areas as well as to ensure focus on the main goals, the President appointed Vice-Presidents responsible for a number of priority projects. They co-ordinate across policy areas and work with Commissioners responsible for specific areas.

Furthermore, at the working level, interservice groups are co-ordinating across services on all key policy proposals, including impact assessments, evaluations and stakeholder consultations. As well, with the adoption of the Better Regulation package in May 2015, the Commission adopted a number of regulatory practises from planning, impact assessment, stakeholder consultations and evaluation, which apply to the entire Commission and all of its Directorate Generals. With the new inter-institutional agreement on better law making, the Commission is promoting the application of better regulation practices to the Council and European Parliament legislative processes.

Engaging with innovative practices

The Commission is fully committed to promote innovative policy design and has, on a number of occasions, adopted innovation strategies. To aid public sector design, the Commission created the Innovation Union, a strategy to create an innovation-friendly environment to make it easier for great ideas to be turned into products and services to spur economic growth and job creation.[13] The goal is to do much better at turning research into new and better services and products to remain competitive in the global market place and improve the quality of life in Europe.

The Innovation Union contains over thirty action points to encourage ground-breaking initiatives according to the themes of knowledge, good ideas to market, regional and social benefits, innovation partnerships, and international co-operation. For example, a European Innovation Partnership on active and healthy ageing was recently established, which aims to add an average of two years of healthy life for everyone in Europe.

The Union also introduces the strategic use of public procurement budgets to finance innovation, a comprehensive "Innovation Scoreboard" based on 25 indicators and a European knowledge market for patents and licensing. The Union includes measures to reinforce successful existing initiatives, such as the Risk Sharing Finance Facility that has, so far, leveraged 15 times the combined Commission and European Investment Bank contribution of over a billion euros.

In addition, the Commission recently published the EU Quality of Public Administration Toolbox, a catalogue of innovative practices in the public sector.[14] The toolbox aims to support, guide and encourage those who want to build public administrations that will create prosperous, fair and resilient societies. The toolbox

tries to help countries with addressing country-specific recommendations and with delivering successful strategies and operational programmes. With 170 case studies, the toolbox is intended as a reference and a resource, not a prescription or a panacea, by signposting the reader to relevant and interesting practices that are inspiring and potentially transferable to their own situations. Further actions to modernise public administrations, thereby reducing the administrative burden on businesses and citizens, and to support the cross-border mobility of citizens and businesses are outlined in the Digital Single Market eGovernment Action Plan 2016-2020.

Improving the delivery of services for and with citizens

Key initiatives

In 2014, the Commission's new College of Commissioners expressed its commitment to restore citizen's confidence in EU institutions by demonstrating that the EU can deliver on the big challenges facing EU economies and societies. President Juncker, at his appointment, translated these challenges into 10 political priorities. To deliver on these priorities, in 2015 the Commission has launched new initiatives in relation to both organisational design and people management. These include:

- Instituting a rationalised way of working and optimising the allocation of resource towards EU priorities.
- Enhancing performance streamlining rules and processes and promoting a performance culture within the institution.
- Clarifying rules and providing practical guidelines to reinforce the respect of the core ethical values enshrined in the Staff Regulations, like ethics and transparency.
- Setting out a comprehensive talent management strategy, which aims at making the Commission a knowledgeable, skilled, flexible and networked organisation while offering a secure and attractive work environment to increase workforce performance.
- Establishing the "fit@work" programme, to help staff to better look after their own health, provide a safe and supportive working environment, and promote social integration of staff and their families.

Building a diverse and inclusive civil service

To promote diversity in the Commission workforce, the Commission Staff Regulations set out a general principle of non-discrimination on various grounds. Diversity is a key principle of the whole Human Resources Management cycle, in particular with regards to gender, gender balance for managers and geographical balance. Equality of opportunities is ensured for persons with disabilities, allowing them to contribute to the fullest of their abilities to the priorities of the Commission. The results of the above mentioned projects, set up for the mandate of the Commission 2015-2019, will be assessed during a mid-term review as well as at the end of the period.

As well, the new Commission has launched a number of initiatives to reaffirm and communicate with staff on the vision of what the Institution does, where it is

going, and its key policy objectives and achievements. Senior executives are encouraged to engage both their middle managers and their staff in regular dialogue about performance and operational results. Senior managers are offered specific training on how best to use new technologies to communicate, in addition to the range of other channels. They also commit to listen and respond to suggestions and feedback from staff.

In order to promote gender balance, the Commission set the objective to have 40% of women in the Commission's senior and middle management by 2019. In order to achieve this target in a sustainable way, the central HR function set up a talent management programme specifically targeted at women in 2015. Part of the programme is devoted to attracting, preparing and guiding non-management talent to management positions.

Strengthening accountability through better performance management and evaluation

Key initiatives

Evaluation is an integral component of the Commission's Better Regulation policy (described above), providing an evidence-based critical analysis of whether EU actions are fit for purpose and delivering, as expected, the desired changes to European businesses and citizens. The Better Regulation guidelines set out a comprehensive package of reforms aimed at making the policy process more effective and transparent and emphasise the importance of evidence based decision-making and the need for quantification.

In the context of evaluations, the Commission has introduced a new set of requirements such as the publication of an evaluation roadmap, the introduction of a 12-week public open consultation, the assessment of the five mandatory evaluation criteria (relevance, effectiveness, efficiency, EU added value and coherence), and the publication by the EU Bookshop[15] of a document indicating the strength of the evidence collected and confirming the main conclusions drawn. In addition, the Better Regulation package specifies that major evaluations and fitness checks will be scrutinised by the newly established Regulatory Scrutiny Board, composed of a chairperson and six members, including senior Commission officials and external experts.

The document on the results of the evaluation will summarise the key deliverables of the evaluation, include a critical assessment of the performance of the EU intervention and answer the evaluation questions, thereby confirming the conclusions drawn and providing input to any future decision making.

Since the adoption of the Better Regulations package, the communication of evaluation results will be facilitated by the introduction of a harmonised reporting mechanism in the form of a Staff Working Document. This will summarise the key deliverables of the evaluation process, present the critical judgements and answers to the evaluation questions, thereby providing input to the next round of decision making. All Staff Working Documents will be published centrally for anyone to view.

Internally, the Commission will continue to use its information and management system for evaluations (EIMS), which is a web-based system that collects and stores information on evaluation activities and results in a single place.

Strengthening performance management

In 2015, the Commission introduced the "integrated performance framework," which focuses both on the results and impacts for EU citizens as well as the Commission internal outputs. The fundamental purpose of this performance management system is to ensure that Directorate-Generals' activities continue to meet the Commission's policy objectives and to demonstrate the added value of public action by the EU for citizens. Reporting on results and impacts of Commission action and EU policies is part of the performance frameworks for the 2014-2020 Multiannual Financial Framework spending programmes and indicators have been introduced to measure the performance of the spending programmes.

To enhance performance reporting on non-spending activities, the Directorate-Generals are asked to add result and impact indicators for non-spending activities, in addition to the output indicators, to allow measuring the real impact of Commission policies EU society. The results of the Management Plans and Annual Activity Reports of each Commission Directorate-General also serve for the accountability and transparency of the Commission initiatives towards the public and provide input into broader performance reports.[16]

Identifying what works

In an attempt to scale up Commissions efforts to make EU regulation more efficient and effective while reducing the burdens on business, Member States and other stakeholders, the Commission has set up the Regulatory Fitness and Performance programme (REFIT, described above). The programme establishes a scoreboard, which assesses progress in the implementation of REFIT, providing information on the increased efficiency, effectiveness, burden reduction or simplification intended by the Commission, how those objectives may have been changed in legislative procedure and then results and impacts on-the-ground through Member State implementation. This allows results to be measured against initial objectives and expectations, as well as contributing to transparency on the whole regulatory cycle.

The Commission is currently implementing 164 initiatives for simplification and regulatory burden reduction identified by the Commission. This includes initiatives launched in response to the "Top10" consultation of most burdensome EU legislative acts for small- to medium-sized enterprises and the initiatives covered by the Administrative Burden Reduction Plus Programme (ABRPlus).[17]

Notes

1 More information found at: http://ec.europa.eu/smart-regulation/better_regulation/key_docs_en.htm.

2 After finalisation of the negotiations on the "Inter Institutional Agreement on Better Regulation".

3 The guidelines and toolbox are available at: http://ec.europa.eu/smart-regulation/guidelines/index_en.htm.

4 An overview of consultation tools is provided in the Better regulation toolbox: http://ec.europa.eu/smart-regulation/guidelines/toc_tool_en.htm.

5 More information found at: http://ec.europa.eu/smart-regulation/refit/refit-platform/index_en.htm.

6 More information found at: http://ec.europa.eu/smart-regulation/refit/refit-platform/index_en.htm#suggestions.

7 More information found at: http://ec.europa.eu/environment/nature/legislation/fitness_check/index_en.htm.

8 Regulation (EU) No 211/2011 of the European Parliament and of the Council of 16 February 2011 on the citizens' initiative.

9 Article 11(4) of the Treaty on European Union and Article 24 of the Treaty on the Functioning of the European Union, which pertains to Union Citizenship.

10 More information found at: http://ec.europa.eu/citizens-initiative/public/basic-facts.

11 Full responses can be found at: http://ec.europa.eu/citizens-initiative/public/initiatives/successful.

12 More information found at: http://ec.europa.eu/smart-regulation/roadmaps/index_en.htm.

13 See for example: http://ec.europa.eu/research/innovation-union/index_en.cfm.

14 More information found at: http://ec.europa.eu/esf/main.jsp?catId=575&langId=en#toolbox.

15 More information found at: https://bookshop.europa.eu/en/home/.

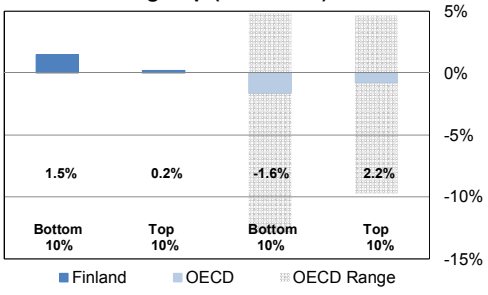
16 More information found at: http://ec.europa.eu/atwork/planning-and-preparing/synthesis-report/index_en.htm and http://ec.europa.eu/smart-regulation/evaluation/documents_en.htm.

17 More information found at: http://bookshop.europa.eu/is-bin/INTERSHOP.enfinity/WFS/EU-Bookshop-Site/en_GB/-/EUR/ViewPublication-Start?PublicationKey=KA0115190

Finland

FINLAND: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

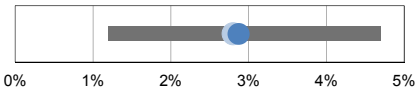
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

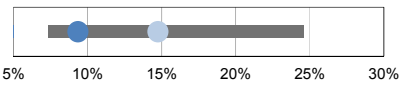
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



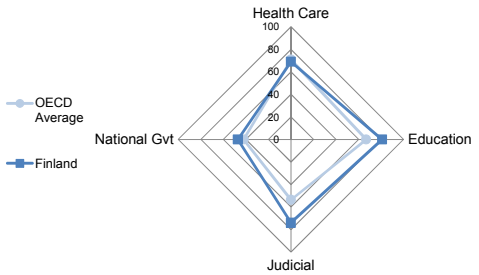
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average Finland

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

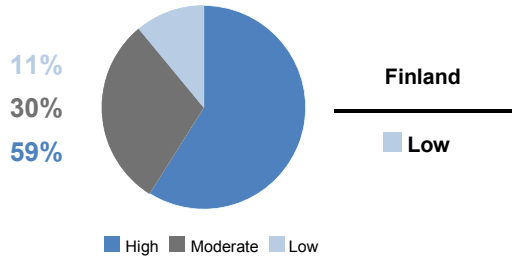
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

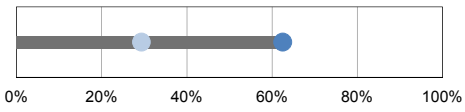
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

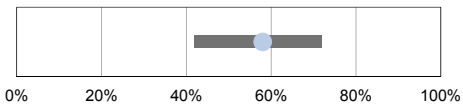
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

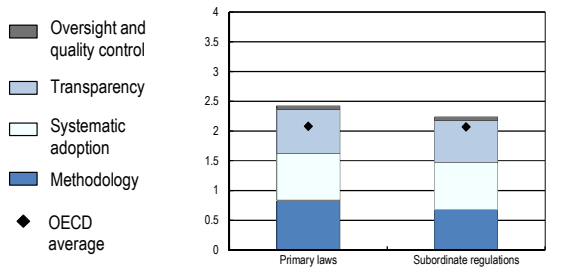
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

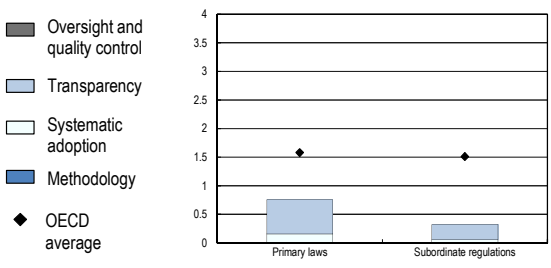
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

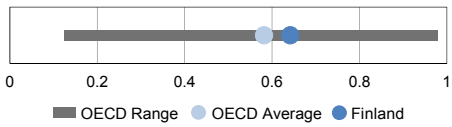
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

Recently, the Ministry of Justice upgraded the 15-year old consultation portal and transformed it to demokratia.fi. Originally known as otakantaa.fi, the new portal includes five e-tools for participation, which provide citizens with different ways to participate at the various stages of the decision-making process. These include:

- Otakantaa.fi – is a service that enhances dialogue and participation between citizens, organisations and public authorities. Starting and on-going projects can be commented and discussed on this website. Ministries, agencies, municipalities but also civic society organisations, can use the website for dialogue on projects.
- Kansalaisaloite.fi – a site that allows citizens to directly influence legislation through citizens' initiatives. One or more persons can propose a new law, change an existing law or repeal a law. If the initiative collects at least 50 000 supporters in six months then Parliament must consider the proposal.
- Kuntalaisaloite.fi – offers the same citizens' initiative opportunity, but for municipal decision-making. Municipal governments are required to consider a proposal when two per cent of the inhabitants support the citizens' initiative. In addition, if 5% of inhabitants are in favour of the proposal, the municipality is required to organise a municipal referendum on the issue.
- Nuortenideat.fi – provides youth with a nationwide forum to make suggestions, participate and influence matters pertaining to them. Youth can write their own ideas as well as browse, comment and support other proposals.
- Lausuntopalvelu.fi – this service allows citizens as well as public and private organisations to make requests and submit statements to ministries, agencies and municipalities. These statements are posted publically to be read by others and commented on.

Since the new suite of sites was launched, several new citizens' initiatives have been processed in the parliament, including the gender-neutral marriage law, which was adopted.

In addition, the Customer insight strategy, launched in 2013, covers the whole public sector. This new strategy stresses citizen engagement in service design and production. The implementation is work in progress and strongly connected to digitisation.

The central government has also been partnering with the private sector to more efficiently deliver services, especially at the municipal level. For example, the police have partnered with several services to better deliver passports and identity cards. Citizens are able to complete the application online and send the passport picture digitally straight from the commercial photographers to the police. Completed passports and identity cards can be collected from a chain of convenience stores called R-Kioski. Citizens have welcomed this solution, since the opening hours of convenience stores are more flexible and they are usually a lot closer to the citizens than the police stations.

The Finnish Government is also making engagement a key priority for their Open Government Action Plan. One of the main objectives of the action plan is to enhance

the engagement of children, youth and elderly people in the decision-making process and in the co-design and co-production of services. Regarding the participation of children and the youth, various engagement methods have been carried out in relation to the OECD Youth Forum (October 2015). In connection to renewing the Early Childhood Education and Care Act, engagement methods have been tested and assessment made to further distribute the practices. In general, to promote good practices of engaging children and the youth, 14 information cards have been written and published on the Ministry of Finance website. Different engagement actions will also be tested in the Programme to address child and family services, which is one of the key projects of the current Government. A Youth Summit on Future Municipalities will be organised in May 2016. As for the elderly, engagement methods will be tested especially in the Government's key project: Home care for older people will be developed and informal care enhanced in all age groups. A web-based brainstorming session for the elderly will be organised in April 2016 to engage them in the process of planning digital services.

At the municipal level, day cares are involving citizens in the planning of services. In the city of Vantaa, municipal children's day-care involved parents in the planning of the days and hours of operation to tailor the service according to what is best for the families. The city of Vantaa experimented with this procedure in one district and, after the results showed that the parents were happy and the costs per child decreased, they implemented the system to other districts as well.

Innovative policy design for inclusive growth

Key initiatives

The new Finnish Government, which took power in May 2015, implemented a major change to the way the Government Programme has been set up in order to encourage better policy design. The new Strategic Government Programme is much more focussed and selective with the Government's political priorities. As well, the reform establishes more horizontal co-ordination by adopted a new working method that underlines horizontal working of the cabinet members, highlighted by a bi-weekly strategy session. Comparatively, previous Government Programmes included both broad policy objectives and concrete implementation structures.

The five strategic goals in the new Government Programme are employment and competitiveness, skills and education, wellbeing and health, bioeconomy and clean solutions and digitalisation, experimentation and deregulation. Each is further divided into five to six key projects that, together with reforms, embody the changes that the Government aims to achieve. Each key project aims at a large change in its area. For example, one key project is Labour administration reform to support employment. The fifth goal includes a full range of digitalisation initiatives, regulatory reform and increasing the use of experiments in policy design. The objectives in the fifth goal aim to create profound changes in the policy-making process.

To support the new strategic goals, the government has a recently initiated new policy tool for supporting the search for the right policy instrument with the help of systematised financing of research, surveys and evaluations linked tightly to the highest policy priorities of the government.

Furthermore, the new Government Programme fosters a whole of government approach to regulation by including a statement to set up a new institutional

arrangement to support ministries in conducting Regulatory Impact Analyses (RIAs) and checking that the RIAs are conducted properly. The new institution will be connected to the Prime Ministers' Office.

Engaging with innovative policy design

Finland has experience of collecting innovative ideas and practices across the government. The government does not have one central innovation strategy for the public sector; rather, there are several sectoral or organisational based strategies in operation. As a result, collecting innovative ideas and practices have been carried out repeatedly, but not systematically. In some government organisations, innovation management is an essential part of a management system.

For example, The Effectiveness and Productivity Programme (VATU, 2011–2015) sought to increase productivity, enhance job satisfaction, improve service delivery and improve the societal effectiveness of the work being carried out by government (discussed in further detail below). The programme operated using a core-task analysis, which consisted of a well-balanced combination of ideas collected from personnel concerning development needs within government operations (bottom-up) and development from the viewpoint of operations as a whole (top-down).

The collected suggestions fell into two categories: first, 234 administrative branch-specific proposals prepared under the ministry's steering were collected and implemented as part of the Effectiveness and Productivity Programme. Second, 4 000 proposals were collected from personnel and 900 proposals from agencies and institutes within the administrative branches were collected and implemented as part of the agencies' routine development. Several ministries were able to benefit from the core-task analysis as a process and to use its results to strategically develop their administrative branches.

Furthermore, the new Finnish Government that came to power in May 2015 have placed innovation as a high priority on their agenda. The new Government Programme states, as part of the vision for Finland, that Finland's competitiveness is built on high expertise, sustainable development and open-minded innovations based on experimentation and digitalisation.

In autumn 2015, central government employees were invited to participate in a competitive campaign aimed at enhancing central government's ability to innovate. The goal of the campaign was to harness the versatile expertise and experience of all central government personnel in the development of new ideas. The campaign was implemented in a similar manner to the 2012 core-task analysis, but including various improvements, which included using a private sector partner who provided both consultations on the innovation process and the innovation management platform. The platform helped employees to develop the ideas together. The collected ideas were evaluated by a group of civil servants and best ideas were introduced to a ministerial group. Prizes were given to innovators of five best ideas and three most active collaborators. At the moment, the implementation of best ten ideas is researched and development of a permanent innovation process and platform is being designed.

Improving the delivery of services for and with citizens

Key initiatives

To improve service delivery, the Government of Finland is investing in programmes to strengthen the civil service. The central government's Effectiveness and Productivity Programme (VATU, describe above) served as one of the Government's tools for reducing the sustainability gap in the public finances and responding to the changes taking place in the labour market. These goals were pursued by clarifying the role and functions of central government, highlighting the need for structural reforms, and introducing new approaches and practices that support the new role of central government. The programme's implementation enhanced the operational efficiency of central government in a balanced way, by setting goals and assessing administrative, branch-specific VATU programmes and reforms in terms of their effectiveness, service ability, performance, productivity and economy. In particular, the programme focused on the development of personnel competencies, the opportunities for employees to influence their work, activities supporting their working capacity, and the importance of leadership and management as the preconditions for effective operations.

The aspects monitored and evaluated by the programme were:

- On-budget operational expenditure.
- Person-years.
- The development and upgrading of skills and competencies (measured by the VMBaro index).
- Motivation and work engagement (measured by the VMBaro index).
- Management and interaction in the workplace (measured by the VMBaro index).
- Sickness absence days.

The programme generated follow-up data on a centralised, automatic basis. Operational expenditure data was provided by the Consolidated Accounting of the State Treasury. Data on person-years and sickness absence days was retrieved from the State employer's personnel information system. The monitored aspects were measured using the VMBaro index, which was based on the annual central government personnel job satisfaction survey conducted within government agencies.

The ministries assumed responsibility for the practical implementation of measures within their administrative branches and for the production of follow-up data. The data was assessed and measures were agreed upon in annual meetings between the ministries. The results and follow-up data on the programme were discussed by the Cabinet Finance Committee at least once a year. Programme follow-up formed part of the annual budgetary and spending limits procedure.

As described above, autumn 2015, central government employees also participated in competitive campaign aimed at enhancing the central government's ability to innovate in service design and delivery.

Reaffirming the core values of the public service

In the mid-2000s, the Ministry of Finance implemented the "Values in the Daily Job" project with an aim of finding measures to put core civil service values into practice as a part of daily work in state administration. After the project, the Ministry of Finance published a handbook called "Values in the Daily Job – Civil Servant's Ethics" where the content of the values and norms related to behaviour of a civil servant were more precisely explained.

In 2013, the Committee on Ethics of State Civil Servants was tasked with identifying situations in which the state interest might come into conflict with the civil servant's private interest and to find ways to prevent adverse effects from such conflicts of interest. Especially, the Committee was charged with determining whether it would be warranted to appoint a dedicated body to review and assess in single cases the need to apply a specific cooling off period for civil servants in post-government employment instances. The aim of the Committee was to assess the need for such a separate body upon completion of its work and to submit its conclusions to the Ministry of Finance.

The Committee's recommendations are intended to strengthen open administrative culture. They include new measures designed to promote openness and transparency, such as dedicated ethics days, the publication on a single online site of senior civil servants' declarations of interest, outside employment permits and declarations of outside employment, and the building up of a stronger knowledge base by means of survey questionnaires.

Furthermore, the Committee recommended that senior civil servants, as well as civil servants dealing with exceptionally sensitive information or information with significant economic value, should be required to sign a public sector employment contract making it possible to impose a cooling-off period before they can take up employment with another employer. The same ethical principles shall apply to civil servants and ministers moving out of public service.

In accordance with the Committee's recommendation, a standing advisory committee on matters pertaining to civil servants' ethics was established inside the Ministry of Finance. The body provides general recommendations on civil servants' professional ethics and will issue statements in cases where a civil servant is moving out of public service. Opportunities shall be created for closer dialogue on ethical practice between ministers, state secretaries, special advisers in political affairs and senior civil servants with a view to clarifying political and public service roles.

In addition, in autumn 2015, the government surveyed the civil service regarding the basic values and ethics in administration, similar to those conducted in 1998 and 2007. A similar citizen survey will be conducted in 2015 - 2016.

Establishing gender balance

In general, the Government of Finland has found that a balanced human resources management practices best achieves gender balance compared to individual reforms. That said, Finland has implemented two programmes to promote gender balance. First, the analytical wage systems. Second, the equality plans that includes an employer specific pay survey

The Government's New Pay System (NPS) encourages the attainment of good results, incentive, flexibility and fairness and equality. The two main elements of salaries and wages in NPS are pay by the demands of job and pay by the individual performance. The demands of one's job rests on objective and trustworthy assessment, not on one's personal characteristics or title. The NPS encompasses all the personnel up to middle managers.

In addition, every employer that regularly employs at least 30 people shall produce a gender equality plan dealing particularly with pay and other terms of employment. The gender equality plan must include at least an assessment of the gender equality in the workplace, necessary measures for promoting gender equality and achieving equality in pay and an assessment of to what extent previous measures have been implemented and the goals achieved. Equality plans and pay surveys have been made extensively.

Innovative service delivery

To improve service delivery to elderly people and improve elderly care, Finland uses the concept of the Living Lab, an innovative structure, which involves different stakeholders to test and develop user-driven products. It results from the co-operation of the social and health services of the City of Pori (Finland), based on their needs to find more efficient models for elderly care. The purpose is to test and develop technological solutions to provide a better quality of life and dignity for elderly people as well as improving safety, preventing loneliness and supporting elderly people to live at home.

The Living lab provides an environment where citizens (elderly people, relatives and elderly care professionals) participate actively in the development and usability testing of welfare technologies along with service professionals and technology companies. Testing also took place in real life contexts, i.e. in elderly people's homes. The Living Lab provided information on the latest technology solutions for public health care to support procurement, improved nursing processes and the technological skills of elderly care personnel, increased co-operation between elderly people, relatives and nursing personnel and supported home care. It has improved business opportunities, developed user-driven innovations and facilitated co-operation between municipalities, business and other stakeholders.

Strengthening accountability through better performance management and evaluation

Key initiatives

To enhance the evaluation of programmes, the new Strategic Government Programme (described above) requires that, for all policy priorities, a set of indicators will be agreed upon between the Prime Minister and the Government to help assess the successfulness of the policies. Furthermore, a monitoring tool is also being prepared by the centre of government that will allow the Government to easily follow how the concrete policy actions in the Government's action plan are progressing in their development and implementation. Each projectable policy action has been divided into stages that each has a deadline. Stages, that include action by the Government, such as giving a new Government proposal, have further been mapped into visual map. The end result is an A3-sized sheet, which gives an

overview of the timetables for the items in the action plan. This overview is evaluated briefly at the start of each of the biweekly Government strategy sessions. The purpose of all this is to easily spot delays in projects and projected "logjams" regarding timing

In addition, the Government's performance management system has been evaluated several times and further developed according to the results of the evaluations. The latest development measures were implemented between 2012 and 2015. These measures aim to make the system more strategic and lighter as well as more horizontal and joined-up. As a result, the reforms will improve the effectiveness, quality and cost-efficiency of services and increase the societal impact of activities.

One of the objectives of new principles is to make the process and documentation clearer, functional and relevant to the administration. Leaner performance management can be achieved by streamlining the process on the one hand and developing the content on the other. The core of performance management continues to encompass resources and targets, and the appropriate balance between these, along with the effectiveness of various activities and societal impact combined with accountability.

To implementing these reforms, the Finnish Government has tried to concentrate the main strategic issues in steering relationships, simplify processes, and build up horizontal co-operation by establishing new cross governmental working groups and meetings as well as establishing a new performance management training program. The Government has also established a web-based performance management handbook to provide information and best practices. In addition, the Government is implementing a new model to set up consolidated group administrative targets on all state agencies in certain areas, such as information and communication technologies as well as personnel and financial administration.

Identifying what works

Generally, the Finnish Government includes an analysis of past and present situations as well an international overview when developing new projects. These areas should establish a scope of what works and provide key elements for an analysis to define new necessary measures.

Discussions with key stakeholders are also highly crucial to identifying what works. Currently, Finland has tried to shift their development culture from simply producing large reforms to also developing smaller and faster experimental projects. This requires that working methods be based on co-operation between all key players, including third sector organisations and citizens, as well as encouraging a bottom up culture of programme design. The Government provides all organisations and citizens with the opportunity to comment and give a formal statement regarding essential development projects, including through electronic channels.

For instance, in the area of performance management, Ministry of Finance conducted a survey to line ministries in 2012 to explore how the new development principles have been implemented and to understand what areas of performance management are lacking joint measures and new efforts. The Government has also established cross-governmental working groups, meetings and training programmes

which continue the dialog between Ministry of Finance and line ministries regarding current challenges and best practices.

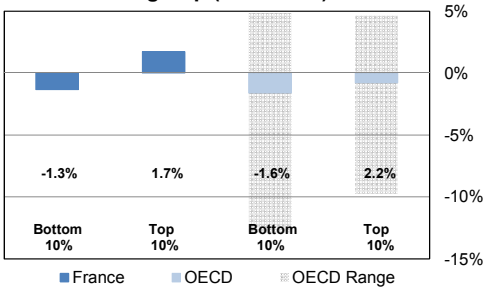
In addition, programme piloting is often utilised on individual projects. However, there is no systematic process or course of action for this. Often piloting is used when a clear direction for the programme has been established.

The current Government is emphasising building a more experimental culture and there is a particular government project for this.

France

FRANCE: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

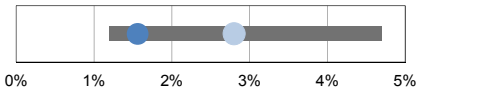
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

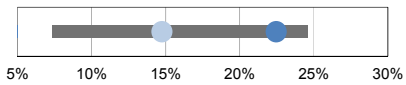
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

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PISA mathematics score variance by socio-economic background

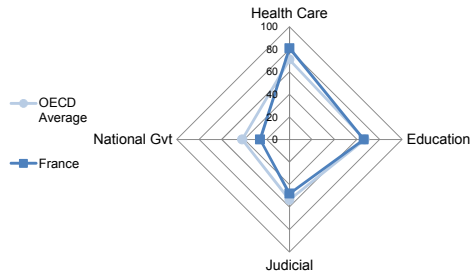


Source: OECD, PISA 2012 results: Excellence through equity, 2013

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

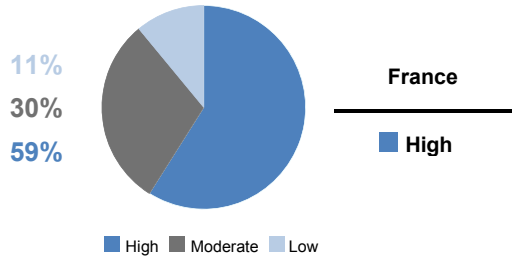
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

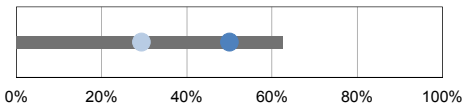
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

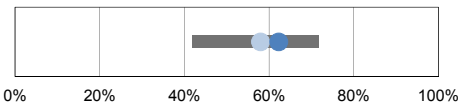
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

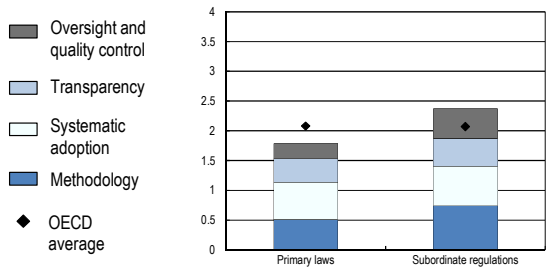
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

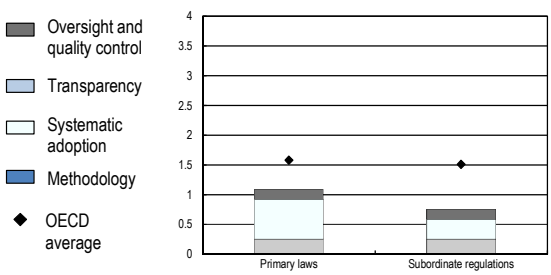
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

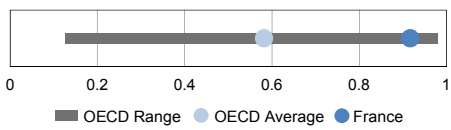
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

The Secretariat-General for Government Modernisation (SGMAP), in the Prime Minister's Office, promotes public policies that are based on the expectations of citizens and users. Several tools have been developed to consult with citizens in order to determine where administrative complexity exists, map user journeys, observe users and analyse the drivers of satisfaction with government services.

An example of an innovative, collaborative platform of listening and finding co-constructed solutions with users to streamline administrative processes is available online at faire-simple.gouv.fr. The platform is composed of three collaborative areas:

- Topics of the Moment: A space where citizens can propose ideas to simplify procedures and public services in general. Each can also comment or support an idea online.
- Solution Factory ("Fablab"): A space where public service employees and users meet and create new solutions to simplify procedures. Users can view and participate in upcoming brainstorming workshops held in different regions in France.
- Measures Taken: An area to promote and monitor the results of exchanges and dialogues. Users can view all current simplification measures and their progress.

As of February 2016, 17 038 users have created an account on the site.

Furthermore, consultation mechanisms have been developed in most jurisdictions to listen to citizens and users. For instance, a three-week long national consultation was carried out to enable citizens to suggest amendments to the current draft Digital Law (21 000 suggestions registered).

Beyond listening to users, co-construction workshops were established to involve users and public officials in the joint construction of simple and modern public services. These workshops have resulted in a design of new websites for individual employers as well as for the departments in charge of agriculture and tax.

More broadly, the national and local government and authorities are strongly committed to open, shared public data. As a result, France ranks as the second most advanced country in the OECD OURdata index, which measures how open, useful and reusable government data is (see OURdata index in factsheet). To facilitate open data, the site data.gouv.fr was created based on participation and collaboration with citizens, companies and public administrations. The open data platform is operated by France's task force Etalab, within the Secretariat General for Government Modernisation (SGMAP) in the Prime Minister's office. The task force is responsible for leading the development and implantation of the Open Data policy as well as for supervising the co-ordination of cross-government implementation. Etalab engages with users on social media, has open forums on the national open data platform, and holds regular meetings with various stakeholders and participates in evangelisation events (such as barcamps, hackathons, etc.).

Beginning in September 2014, France was the first country in the world to have, at the national level, a Chief Data Officer, who is responsible for defining and

organising data collection and building capacity in the public administration to elaborate and evaluate public policies through data.

The Government of France also worked with businesses to simplify administrative burdens. The Council for the Simplification of Business Regulations was created by the Prime Minister in 2014. Composed of representatives from business and public administration, the Council is responsible for proposing strategic goals to simplify policies towards business, ensuring there is a dialogue with business during the implementation of these policies, helping to disseminate the results, and making any new proposals for further simplification.

Fostering inclusiveness

The Government of France implemented several programmes aimed to integrate gender, cultural and socio-economic groups into the policy process. The following are four examples of these programmes.

First, launched in 2010, the "National Civic Service" programme is a voluntary initiative open to youth 16-25 years of age without any diploma requirement. The programme provides compensation and partners with associations, local authorities or public establishments - both in France and abroad - for a period of six to twelve months. As of March 2015, 85 000 young people benefitted, providing them with an enhanced social network and professional experience. Among its main advantages, the "Civic Service" promotes social diversity and helps young people to get their first professional experience.

Second, preventing school dropouts was declared a national priority by the French government. In 2014, an interministerial Plan was created with the goal of halving the number of young people leaving the education system without any qualifications by 2017. The programme offers school leavers training, learning and opportunities to join the "Civic Service Programme" mentioned above.

Third, studying the non-use of social benefit programmes by eligible working poor and isolated peoples, the government sought to simplify procedures, improve user-oriented delivery and detect/inform eligible persons of programmes available to them. To accomplish this, the government established the website mes-aides.gouv.fr as an innovative portal that allows anyone to quickly understand the social benefit programmes to which they are entitled.

Last, the new Accessibility Guidelines establish criteria for all government websites that must be met in order to allow anyone, regardless of disability, to access information and services offered on the website. To maximise the impact, the government has created a label to identify and reward good practices.

Digital government

As part of the National Action Plan for Transparent and Collaborative Action, created in relation to the Open Government Partnership, the government is committed to giving citizens a new way to participate in civil life and involving them in identifying issues. For example, local governments have implemented digital platforms that allow citizens to report incidents on public roads. Another example in the health sector is medicaments.gouv.fr, a central government online platform that allows citizens to report the side effects of some drugs.

Furthermore, in March 2015, the Interministerial Committee for Equality and Citizenship created the "Fix-it" Neighbourhoods project to provide a single, common digital solution for reporting incidents and tracking resolutions. Citizens will be able to go online or use their smartphones to provide feedback to government.

As well, France has launched a unique initiative aimed to foster the development of sustainable, innovative models of data reuse by entrepreneurs or civic innovators. The "DataConnexions" programme gathers key partners of the digital innovation ecosystem, from French and international corporations, to research and education institutions, venture investors, business angels and digital media to bring resources to the key start-ups they choose to distinguish through an ongoing series of contests. As a result, DataConnexions helps data innovators connect with the resources they need to scale their projects.

In addition, a non-Government initiative makes it possible for citizens to go online to engage with parliamentarians as they develop legislation. The Parliament and Citizens platform, operated by the non-partisan association "Démocratie Ouverte", enables parliamentarians to publish a short video and text outlining a problem they would like to address and the solutions they propose. This includes resources for the citizens to access and learn more about the issue. Citizens then have an opportunity to vote for or against the proposal, present their arguments, make counter-proposals and identify their favourite comments. After 30 days, the consultation closes and the site displays cards showing different comments – comments "for" are showing in green, comments "against" are shown in red. Démocratie Ouverte synthesises the results and hosts a public debate on Google Hangouts between the MP and active participants randomly selected or chosen by vote. Then, the parliamentarian posts a new video in which they propose a bill in parliament, accompanied by an explanation of what choices they made as a result of the consultation process.

Last, the government distributes methodological guides, which promote the available participatory mechanisms for the public sphere and civil society.[1]

Innovative policy design for inclusive growth

Key initiatives

The French Government has effectively utilised joined up government to co-ordinate policy design. The best example of this is the fight against global warming, which has generated co-ordination and mobilisation of the entire government and beyond, including local authorities and the whole of society.

In order to gain the widest possible acceptance of common goals, the government needed to mobilise the whole of society to develop policies against global warming. One such practice is through the use of Environmental Conferences, which allow government, businesses, elected officials, environmental protection associations and experts to develop a programme of action. Following the environmental conference in November 2014,[2] an interdepartmental working group was organised to define the Roadmap 2015 ecological transition,[3] which was formally adopted by the Council of Ministers in February 2015. This interdepartmental working group, organised by the central government, continues to produce scoping documents from the Prime Minister to individual ministers.[4] These scoping documents clarify what goals each

Minister must contribute to in order to implement the policies against global warming.

At the same time as the interdepartmental working group, the Government submitted the draft Energy Transition for Green Growth law, which has been recently adopted. This law both defines the objectives of the State's energy policy as well as contains instruments to implement public objectives in the areas of building, transport and energy. The government's working method was to mobilised and engage all ministers and all public policies conducted by the State and a large number of stakeholders, including local authorities, businesses, consumers and associations. The Minister for Ecology, Sustainable Development and Energy worked with interministerial partners to prepare the 2015 roadmap, scoping documents, and the draft law. The central government also provided co-ordination and monitoring of the regulatory measures to implement the law.

The government also used a whole of government approach to address the issue of administrative burdens. In 2013, the President launched the Simplification Shock principle to help simplify the business environment and relationship between individuals and governments in a comprehensive and integrated approach. This establishes the principle that "silence is deemed to signal acceptance", which replaces the pre-existing principle that "silence is deemed to signal rejection", which helps to decrease administrative burden by increasing the efficiency of interaction between government and individuals or businesses. Implemented in 2014 and 2015, this principle applies to all state institutions, local authorities, social security organisations and civil servants in charge of public service delivery. To ensure transparency to the public, a list of all relevant procedures is published on Legifrance, the online platform for disseminating laws and regulations.

Public sector innovation strategy

In France, the "Public Future" programme forms part of the national public sector innovation strategy, which is based on three pillars.

First, the Secretariat-General for Government Modernisation (SGMAP) created the "innovation laboratory" in 2013. This laboratory explores new services that are outside the administrative framework based on participatory and utility design. For example, the laboratory brought together experts from business, the third sector and the public administration to discover new services to promote the autonomy of seniors.

Second, a community of public officials and partners outside the administration contributes to the development of new policies. This includes, among others, researchers, teachers, students and professional associations.

Last, the programme is financed mainly by the National Programme for Future Investment (PIA). PIA has supported a diverse range of projects, including a programme for young offenders as well as the design of a real-time calculator enabling to work out the custom fees applicable to a product.

Moreover, public officials themselves were able to formulate innovative proposals for simplification during the "Innovate and Simplify initiative" launched in 2013 by the Minister of State Reform, Decentralisation and Public Service.

In addition to the "Public Future" programme, many administrations are now implementing programmes to foster innovation, such as collecting ideas from agents and partners to create "innovation incubators" that test and develop innovative projects. Furthermore, each year since 2014, a Public Innovation Week takes place in Paris and major cities.[5]

Besides, the government has used the principles of behavioural economics, or "nudging", to experiment with innovative policies. In particular, nudging was used in the context of experiments undertaken in 2014 to promote online tax declarations and to prevent the use of mobile phones while driving. Other experiments are in progress, including ones to address the settlement of hospital expenses and the use of generic drugs.

Last, another important issue is scaling up innovations which is a challenge currently tackled within "Public Future" with a whole of government approach.[6]

Improving the delivery of services for and with citizens

Key initiatives

In order to strengthen the civil service, the Government of France has implemented reforms aimed at enhancing the attractiveness of the public service in regards to career paths, mobility and remuneration to ensure the sustainability of public services. As the department in charge of human resources for the French Public Administration, the General Directorate of Administration and Civil Service (DGAFP) reinforces interministerial steering and human resource policies through the creation of jobs and fostering skills development, managing human resources, implementing individual assessment procedures, and career counselling. They also operate the School of Management and Human Resources, which trains HR specialists to disseminate HR rules and good practices as well as to support managers in the recruitment, training, assessment and career support for their employees.[7] Moreover, the School of the Modernisation of the State focuses on enhancing managerial skills and change management techniques for executives and managers. This will help to modernise and evolve the qualifications and competencies of civil servants.

Furthermore, beginning in 2012 with national civil servants and extending to local civil servants in 2015, France has implemented a performance management system that requires annual professional review meeting. This allows managers and civil servants to discuss training needs and wishes for career development. This tool is now at the centre of management practices and is used to link compensation to the new system based on goals and professional engagement and to support career development.

The civil service has been also strengthened and made more efficient through the implementation of management control procedures, including HR indicators, internal account controls and internal audits.

Availability of service time is also a crucial feature of user-driven service delivery. In the French city Aix-en-Provence, an Innovation and Performance Process was launched to support the administration implement its political objectives. The process was co-designed with middle managers to define work methods and themed priorities. Groups of voluntary agents and administration officers from all municipal

departments then defined concrete actions for ten priority items (e.g. improve the quality of the reception of citizens, develop e-administration, and implement a transport plan for city officers). The Process led to the de-materialisation of the resolutions of the City Council. Investment in digital tablets was amortised in one year and the annual costs of the meetings of the City Council have been cut: a saving of EUR 3 000 has been realised by reducing printing costs. Moreover, in terms of service quality, the process has increased the public opening hours of some administration departments and improved the quality of call handling, making appointments for national identity cards and passports was moved to the unit "Relations with users" to improve the response time.

Diverse civil service

Since 2006, the French Government has used a new recruitment method to more youth in the public service. The Access Route to Careers in the Local Civil Service, Hospital and State (PACTE) is open to youth aged 16-25 years of age and provides them a one to two year internship. This offers the youth a path to becoming a civil servant, after they complete the requisite testing. In 2015, the President set new ambitious recruitment targets that seek to hire 4 000 new apprentices by the beginning of September 2015 and 6 000 apprentices by September 2016.

To help candidates from various backgrounds prepare for the recruitment competitions, integrated preparatory classes were created in 2006. These classes intend to provide materials and education to candidates of modest origins and have been gradually implemented in all public service schools, with accompanying financial allowances for diversity.

The government has also implemented many newer devices designed to promote diversity and inclusion within the public service. For example, the Equality and Citizenship Plan (2015) seeks to develop new access avenues to the public service in order to increase social diversity in recruitment. This will increase the public service education programmes for youth aged 16 to 25 and create new preparatory classes that benefit young graduates recruited based on social criteria (means test and unemployed). As well, this programme will train members of the administration to prevent discrimination when hiring new civil servants, ensure all ministries earn the 'diversity label' by the end of 2016 (showing their adherence to non-discriminatory HR procedures), and evaluate recruitment and promotion policies for any risks of discrimination.

Initiatives are also being taken to leverage the experience of the private sector to make the public administration more efficient and effective. First, under the guidance of the Minister of Decentralisation and Public Service, a permanent forum for the exchange and dialogue between Human Resources managers of private companies and their public sector counterparts has been established. Second, the General Directorate of Administration and Civil Service (DGAFP) organises workshops so that public-private partnerships can exchange human resource practices.

While difficult to measure, these initiatives are deemed to have a positive impact on trust in the public sector.

Core values of the public service

The many changes described above have transformed the public sphere in recent years, which has made necessary the reaffirmation of the values that guide public action. Submitted in the fall of 2015, the Bill on Ethics, Rights and Obligations of Staff was introduced to Parliament and seeks to give new meaning to the work of citizens and civil servants regarding public service delivery.

The text consecrates some values that are specific to public service action, such as neutrality, impartiality, provity, secularism, and deontology. These reaffirmed values and ethics will form the foundation of training for new civil servants. As well, for 2015, secularism has been identified as a priority when training new civil servants. Values and ethics are fundamental to the common culture for all officials, regardless of their hierarchical position. The new bill has a particular role in terms of vigilance and respect for these values and commitments for employees.

To address gender balance in the civil service, the new bill also codifies equality between women and men and was unanimously signed by representatives of the public service trade unions. This includes a provision in the law that extends the requirement to have balanced appointments to senior management positions. Specifically, The General Directorate of Administration and Civil Service (DGAFP) has set a target that 40% of senior management positions will be occupied by women by 2017. The same percentage applies to boards of some public bodies, national bodies for social dialogue and recruitment panels for public administration.

Strengthening accountability through better performance management and evaluation

Key initiatives

The evaluation of public policies is an essential component of the modernisation of public policy strategy, implemented by the national government in 2012. Evaluations are monitored by the Prime Minister's Office, working closely with ministries. To date, 60 policy evaluations have been conducted and results have been posted online at modernisation.gouv.fr. These evaluations have increased the quality, effectiveness, and efficiency of services delivered and has led to budgetary savings and less administrative burden.

In addition, experiments on policies and programmes to be implemented in France are becoming more and more frequent. In 2009, the Active Solidarity Income (RSA) programme was experimented in about 30 voluntary departments before being generalised to the whole country. More recently, the new urban policy was subjected to many experiments. In particular, the new "City Contracts" were experimented in 12 departments between June 2013 and February 2014. Last, certain simplification measures of administrative procedures have been experimented as of March 2014, for instance for regulations concerning establishments and installations classified for environmental protection.

As well, performance management is a key part of the French Public Administration. Since 2006, the Draft Budget Law (PLF) presented annually to Parliament includes main strategic objectives and indicators to assess performance. These objectives and indicators are broken down by policy programme and contribute to the overall management of the public service. To improve the efficiency

of performance measurement, the PLF was reformed between 2014 and 2016 to reduce objectives by 19% and indicators by 22%. Strategic objectives were strengthened by introducing specific indicators that allow for international comparisons. As a result, overall parliamentary satisfaction for performance has increased.

The communication of the results from the annual strategic objectives has been strengthened by the publication of the performance data by the Budget Directorate. Budget data, the graphic evolution of the most representative indicators, and statistical data on the distribution of indicators and achievement rates targeted by programme are published for 26 State's major public policies.[8]

The new Act of 13 April 2015 includes wealth indicators into the draft budget law (PLF). Key indicators on inequality, the quality of life, sustainable development and the quantitative and qualitative assessment of major reforms undertaken or contemplated are included. This report will be submitted to Parliament and debated in the context of a review of the PLF. The government is planning to implement a strategic dashboard using a limited set of internationally-comparable Key National Indicators (KNIs), grouped on three thematic indicators: economic development, social progress and sustainable development.

Notes

1 For more information, see: www.cnle.gouv.fr/Guides-et-supports-methodologiques.html.

2 For more information, see: www.developpement-durable.gouv.fr/Conference-environnementale-2014.html.

3 For more information, see: www.developpement-durable.gouv.fr/La-feuille-de-route-2015.html.

4 For more information, see: www.developpement-durable.gouv.fr/Les-lettres-de-cadrage,43504.html.

5 For more information, see: www.modernisation.gouv.fr/la-semaine-de-linnovation-publique.

6 For more information, see: www.modernisation.gouv.fr/les-services-publics-se-simplifient-et-innovent/par-la-co-construction/changement-d-echelle-des-innovations-ensemble-accelerons.

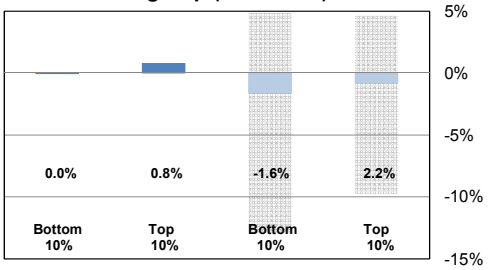
7 For more information, see: www.fonction-publique.gouv.fr/ecole-management-et-des-ressources-humaines.

8 For more information, see: www.performance-publique.budget.gouv.fr/.

Germany

GERMANY: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

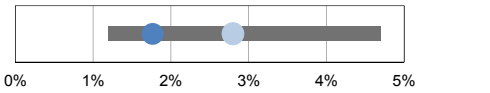
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Source: OECD Income Distribution Database

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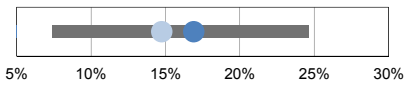
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PISA mathematics score variance by socio-economic background



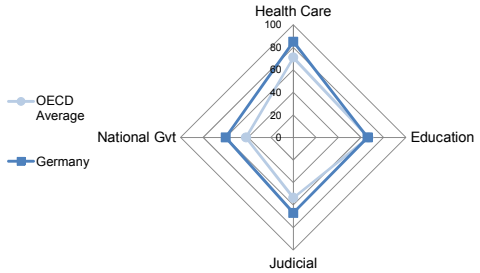
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average Germany

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

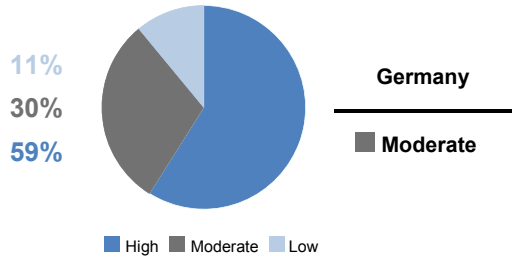
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

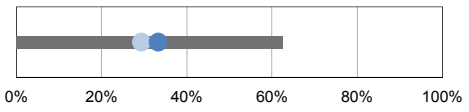
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

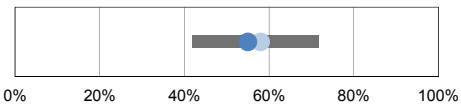
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

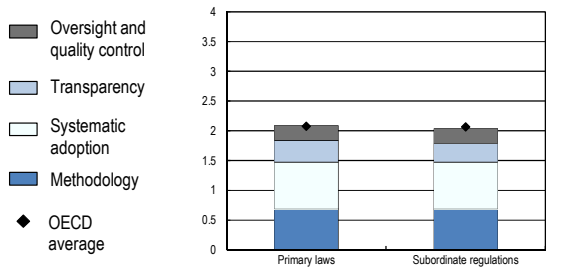
Public sector employment filled by women (2013)



Source: German Federal Statistical Office

ENGAGING CITIZENS AND BUSINESSES

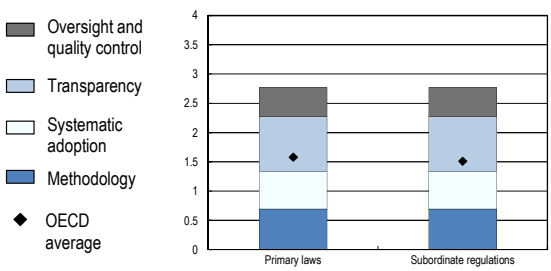
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

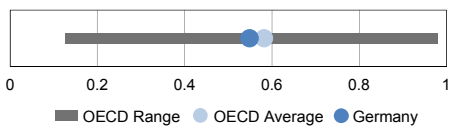
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

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OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

The Federal Government has adopted several decisions to foster participatory decision-making.

On 28 March 2012, the Federal Cabinet decided that draft bills of the Federal Government will be published online after they have been adopted by the Federal Cabinet and that, wherever suitable, the Federal Government intends to engage in broader public information or consultation prior to a Cabinet decision than is presently the case, with involvement of groups directly affected by the intended legislation. On 4 June 2014, the Federal Cabinet decided that the Federal Government will in future take even greater account of the experience of those affected when it develops new legislative proposals. According to the decision of the Federal Cabinet of 4 June 2014, the Federal Government frequently performs statistically representative surveys on the perception of the quality of the co-operation of citizens and the business sector with the public administration and the quality of the given legal framework. The website of the Federal Government initiative *"amtlich einfach"* contains additional feedback functionalities for the public on specific life events, the legal framework, and the performance of the public and state administrations.

The Federal Government is further developing its approach to take part in the new consultation approach of the European Commission for planned European initiatives.

Dialogue processes

Transparency, participation and close co-operation with citizens and civil society organisations (CSOs) are core principles of policy making in Germany. To foster better engagement with citizens and the voluntary sector, multiple dialogue processes have been established.

Dialogue process "Charter for the Future"

In preparation for the United Nations Sustainable Development Goals (SDG), the Federal Ministry for Economic Co-operation and Development (*BMZ*) launched the broad dialogue process called "Charter for the Future" beginning 2014. Under the slogan "ONE WORLD – Our Responsibility", the aim was to initiate a national debate amongst different development co-operation actors, e.g., CSOs, businesses, science, churches, political foundations and the German *Länder* (federal states), about common goals and priorities in light of the upcoming SDGs. Also, the Charter dialogue process served as a tool to foster the understanding within the broader public about the paradigm shift of the SDGs to combine the development agenda with the sustainability agenda. In 2014, a series of workshops (expert forums) throughout Germany was organised, and an online dialogue was initiated in order to include experts as well as the broader public in the debate.

The outcome of the first phase of the dialogue process was a "Charter for the Future" document which addresses eight priority areas for the German state and non-state actors in the field of development co-operation and sustainable living. The first draft of the Charter was based on the results of the workshops and the online

dialogue. A wide variety of actors intensively commented on the first draft document online. At the end of 2014, the Charter was finally handed over to the Federal Chancellor Angela Merkel.

In the second phase (2015 and 2016), the *BMZ* organises events for the broader public in all 16 federal states to discuss sustainable development issues. Alongside these events, *BMZ* is working on the implementation of the eight priority areas addressed in the Charter. The ongoing charter-process is part of Germany's implementation of the SDG agenda and interlinked with the revision of the National Sustainability Strategy.

Dialogue process "Well-being in Germany – what matters to us"

In accordance with diverse international efforts (e.g., the OECD's "Better Life Initiative"), in 2014 the German government set up a strategy involving all ministries to better understand, measure, and report on well-being in Germany. The government strategy aims to develop a new reporting system, including a new set of well-being indicators and a plan of action.

Starting point and core element of this process is the participation of German citizens. In order to foster participation and to listen to as many citizens as possible, the German government has started a national citizens' dialogue, called "Well-being in Germany – what matters to us" *("Gut leben in Deutschland – was uns wichtig ist")*. From April to October 2015, in more than 180 public dialogue events and on a website, German citizens were able to articulate their priorities and opinions regarding their understanding of personal well-being and of quality of life in Germany. This provides decision makers with better evidence to improve public services and take concrete actions for improvement.

The dialogue process is organised in co-operation with a variety of different groups, associations and institutions from German society. These groups host the events and invite citizens to the discussions. This approach was chosen to actively engage major stakeholders from civil society and the business sector.

The results will be analysed by independent scientists and included in a report to be published in 2016, which will include a new set of well-being indicators and a political action programme.

Dialogue process "Energy Grids"

Since January 2015, the Federal Ministry for Economic Affairs and Energy (*BMWi*) has been supporting the initiative for a public dialogue on grids *("Bürgerdialog Stromnetz")*. This initiative follows a regional approach and focuses on so-called hotspots, i.e., municipalities where there is a particularly strong need for communication and discussion.

New citizens' bureaus for all matters linked to the expansion of the grids are to be established to act as local points of contact for the public. These citizens' bureaus provide information to the public on a case-by-case basis. Their work is tailored to the needs and specifics of their respective regions. This is to ensure that the public's need for information is met, even where grid-expansion projects require long planning periods with decisions being taken at various levels, and irrespective of the individual scope for decision making. The citizens' bureaus provide information to the public and feed the public's input back to the authorities. Anybody affected by the

expansion of the grid, as well as the general public, is able to submit their questions, comments and queries at any time and receive a reply.

Various formats of events, ranging from citizens' conferences to information markets or discussion evenings where locals have the opportunity to get together in small groups are also to be rolled out. This allows locals to learn about the projects that are envisaged, to voice their concerns, and to discuss possible solutions - preferably before the formal process of involving the public begins. Mediation services are also available where needed to supplement this dialogue.

A new Internet platform provides information on the initiative and opens up even more ways for the public to get involved - including the opportunity for citizens to join the online debate in the dedicated online forum. This online platform makes it possible for citizens to vote on the proposals being made and provides them with the opportunity to chat with experts. This online tool ensures that the initiative covers the whole of Germany - even areas where there is no citizens' bureau.

An external evaluation of the initiative was started in 2015; first results are to be expected in 2016.

Strategy "Effective Governance"

Another strategy of the German Government focuses on "effective governance". It aims to strengthen the use of scientific findings of behavioural science in policy making as well as the use of scientific empirical methods such as interviews, field experiments and randomised controlled trials in order to find out how policy objectives can be achieved most effectively and how the benefit of policy measures for citizens can be increased. Following a user-led perspective, the engagements of citizens – e.g., interviews with citizens, experts and organisations – is an important element of the production of policy measures and public services.

Participation process "Federal Transport Infrastructure Plan"

The Federal Ministry of Transport and Digital Infrastructure (*BMVI*) is currently working on a new Federal Transport Infrastructure Plan (FTIP), which will be the basis for the maintenance, development and extension of the German transport infrastructure system until 2030. The aim is to draw up a realistic and fundable overall approach for the infrastructure of the future. The most important challenge to be addressed by the new FTIP is the prioritisation of investment.

For the first time, public participation before the Cabinet decision of the FTIP is part of the process, with the aim of improving the quality, transparency and trust in policy on transport infrastructure. The participation process fulfils the requirements set up by the strategic environmental assessment within the Environmental Impact Assessment Act (*UVPG*). During the process, the FTIP draft is made available online and physically displayed for examination in about 20 locations throughout Germany. Everyone interested is invited to comment on the FTIP online or in writing. Each statement will be checked with regard to necessary modifications of the FTIP.

Energy Transition Platforms

The *BMWi* is constantly exchanging information with representatives from the federal states, business and industry, society, science and research in high-level energy transition platforms. This facilitates the development of solutions and

strategies for key action fields in the energy transition. The dialogue is structured along five thematic platforms:

- *Energy Grids Platform* – Representatives of the Federal Government, the federal states, grid operators, economic, consumer and environmental associations meet on a regular basis to formulate recommendations for grid expansion and modernisation of electricity grids.
- *Electricity Market Platform* – Through co-operation between the Federal Government and the federal states, economic, environmental and energy economy associations, the goal of the multi-theme platform is to design the electricity market so as to guarantee a secure supply and support the transformation of the electricity system.
- *Energy Efficiency Platform* – To boost energy efficiency in the upcoming stage of the energy transition, this platform concentrates on issues relating to an increase in energy efficiency, bringing together representatives of the Federal Government, the federal states, business and industry along with consumer associations.
- *Energy Transition Platform: Buildings* – This platform involves stakeholders from the real estate sector, business and industry along with consumers and the government. The aim is to jointly leverage the wide-ranging potential to be found in the building sector in the energy transition, to meet challenges and develop appropriate steps bundled in an energy efficiency strategy for buildings.
- *Research and Innovation Platform* – The aim of this platform is to provide strategic co-ordination of national actors (the Federal Government, the federal states and businesses) with regard to the research and promotional programme while focusing more attention on European measures within the framework of the Strategic Energy Technology Plan and HORIZON 2020. The platform is to moreover generate input for a co-ordinated, accelerated use of innovative energy technologies.

Consultations within the framework of the Green/White Paper "Electricity Market for the Future"

A Green Paper entitled "An Electricity Market for Germany's Energy Transition" was published by the *BMWi* in October 2014. The paper was used to usher in a broad-based discussion on the future design of the electricity market and enable an informed political decision to be made. Based on this Green Paper, a public consultation was opened at the beginning of March 2015, with around 700 different actors from business associations, companies, authorities and the general public submitting comments.

The consultation was followed in July 2015 by a White Paper specifying concrete measures. The White Paper was submitted to public consultation until September 2015 and the necessary legislation will follow.

Sectoral dialogues "Strengthening the competitiveness of the German industry"

The *BMWi* organises three-step sectoral dialogues together with representatives from businesses and industry, business associations and trade unions. The aim is to develop concrete measures to strengthen the competitiveness of the German industry in a targeted way. Each sectoral dialogue consists of the following elements:

- *Public online consultations* – For each sector an individual questionnaire with sector-specific and horizontal issues, e.g., the shortage of skilled workers or *Industrie 4.0* (industry 4.0), is developed. The aim is to identify high priority areas and areas with a high need to act.
- *Expert discussions on the operational level* – After the most important and most current topics have been identified via evaluating the online consultation, about 60 to 80 representatives from businesses, business associations and trade unions in each sector are invited to an interactive workshop ("World Cafe") taking place at the *BMWi*. There, the attendants have the possibility to develop concrete proposals for action concerning the top issues and questions. This is to ensure that future measures are particularly practical and well-balanced.
- *Meeting of the top representatives with the minister* – In a third step, the top representatives of each sector discuss the consolidated package of measures with the Federal Minister for Economic Affairs and Energy. The focus of the discussion is on feasibility and efficiency of the measures. Finally, concrete measures and follow-up activities shall be prioritised and agreed on.

So far, sectoral dialogues of this kind have taken place in several areas (manufacturing basic materials, mechanical engineering, chemical industry, electrical industry, vehicle construction and aerospace). In the context of the sectoral dialogues, joint declarations were signed by *BMWi* and the correspondent business associations and trade unions. After a reasonable period, an evaluation is supposed to take place in order to review the impact and current state of affairs and to readjust if necessary.

Fostering inclusiveness

The above initiatives seek to engage with a wide variety of groups in Germany. For instance, through the national citizens' dialogue "Well-being in Germany – what matters to us," the Federal Government would like to hear the views of people with a wide variety of opinions, perspectives and hopes – people who are as different and diverse as Germany itself. As mentioned, the "*amtlich einfach*" initiative contains frequent surveys on the perception of the quality of the co-operation of citizens and the business sector with public administrations as well as the quality of the given legal framework.

Innovative policy design for inclusive growth

Key initiatives

On 11 December 2014, the Federal Government adopted a set of keys to further reduce the bureaucratic burdens on small- and medium-sized enterprises. These keys comprise 21 measures in areas such as taxation and accountancy law, facilitating start-ups, assisting young business founders and reducing statistical and information obligations. Where the implementation of measures requires legislative amendments, those measures are consolidated into a composite amending act. Where measures have budgetary implications, they are funded from existing allocations to departmental budgets. The composite amendment bill was adopted before the summer recess in 2015. With these keys, which build on the existing 2014 Programme of Work for Better Regulation, the Federal Government seeks to make

more rapid and consistent progress in cutting red tape and to inject fresh impetus for growth and investment in Germany.

Happy events, such as the birth of a child or a wedding, but also sad occasions like the death of a close friend or relative or the loss of a job, involve contacts with public authorities and administrative departments. Businesses are also confronted with official forms and application processes in various situations, such as a start-up or insolvency. In these cases, bureaucracy is experienced locally at first hand. The Federal Government has set itself the aim of making dealings with the public administration appreciably better for citizens as well as businesses.

On behalf of the Federal Government, the Federal Statistical Office surveys citizens and businesses on their perceptions of dealings with public authorities and administrative departments. This approach, which has been pursued in France for some years, puts the human perspective in the spotlight. It is intended to ensure that measures taken by the Federal Government address the areas in which citizens and businesses consider that the most urgent action is needed.

For its study, the Federal Statistical Office targets contacts made with authorities in connection with specific events in the lives of individuals or businesses. For these selected events, the Federal Statistical Office produced summaries of the requisite official procedures. These identify the authorities with which people come into contact when one of the examined events occurs. The perspective of citizens and businesses was at the heart of this process too, which is why the summaries were jointly drafted with individuals who had recently experienced the event in question. On this basis, the Statistical Office determined which authorities should be the focal point for the main survey in respect of each event. In the case of a marriage or the registration of a civil partnership, e.g., it would be the registry office.

Since January 2015, the opinion-research institute TNS Infratest has surveyed a total of 7 125 citizens on their satisfaction with these selected authorities. During the spring of 2015, 1 625 businesses were also surveyed about their experience. The respondents were asked to express their satisfaction with a number of aspects, such as the comprehensibility of the law, the scope for online administration and the accessibility and opening hours of public offices. The Federal Statistical Office made the findings available in the summer of 2015. With the aid of this information, the Federal Government will formulate improvement measures designed to be of appreciable benefit to those involved.

Fostering a whole of government approach

At the federal level in Germany, all government activities follow the principle of joint responsibility due to the German constitution. In practice this means, that government decisions are only adopted when no ministry is against the decision.

With its Programme of Work for Better Regulation (2012), the Federal Government decided that the cost of compliance with federal legislation for citizens, businesses and the administration was to be kept permanently at a low level. Cost surveillance is based on estimates made by the government ministries in the explanatory memoranda accompanying Federal Government bills. The federal ministries establish the data by applying the procedure introduced in 2011 for the identification and presentation of compliance costs in the Federal Government's

regulation proposals. This procedure has now become established in the various federal ministries and forms the basis of the report.

The aim of this process is to provide decision makers with maximum transparency and a realistic portrayal of the expected impact of a regulatory instrument on citizens, businesses and the administration. Special attention is focused on bureaucracy cost trends as expressed in the bureaucracy cost index.

By adopting the 2014 Work Programme for Better Regulation, the Federal Government made a commitment to make simplifications more tangible, to further reduce compliance costs and to continue improving legislative processes. There will now be an even sharper focus on the experiences of citizens, business and administration.

Public sector innovation

Due to Germany's federal structure, establishing a long-term innovation strategy for the entire country is difficult and needs permanent action. This especially holds true for e-Government services since they are usually delivered to citizens by regional and local government agencies, which are independent from the Federal Government. Therefore, long- and medium-term e-Government innovation strategies have been developed, along with accompanying education and training programmes.

Innovation in e-Government for Germany (long-term)

A major step, especially to bridge the gap between the Federal and the regional governments, was an addition to the German Constitution that fosters the IT co-operation between the Federal Government and the governments of Germany's federal states. On that legal basis, the IT planning council was set up as a long-term e-Government strategy, in which the Federal Government and the federal states closely work together in the IT field. In addition, the IT planning council has defined Germany's e-Government strategy that is applicable to the federal and regional level. That strategy sets out the vision, the fields of action and strategic e-Government goals and serves as strategic foundation of a variety of joint IT projects, such as a concerted e-ID strategy.

The e-Government legislation brought this idea one step further and has grounded innovation in important domains such as electronic payment, electronic identification and open data in law. Although the e-Government legislation is only applicable for the Federal Government, it had a signalling effect for all Federal States and most of them implemented their own e-Government strategies and laws.

E-Government innovation programmes of the current Federal Cabinet (medium-term)

The Digital Agenda for Germany and the government programme "Digital Administration 2020" focus particularly on innovation. The Digital Agenda is the umbrella strategy which covers innovation in digital infrastructures, security, trust and digital economy. The Digital Administration 2020 Programme aims at providing innovative cross-sector public services. The programme focuses not only on citizens but also on government agencies as a whole since it is believed that the digitisation of governments is a key enabler for providing better, faster and more transparent services to citizens in order to reap the full potential of digitisation.

Another recent example is Germany's High-Tech Strategy that focuses on innovation in many fields such as industry 4.0, smart cities, cloud computing, green economy, healthy living, mobility and security including cyber security.

Accompanying measures in education and training

In addition, the German government invests major resources in research, education and training. This is thought of as key enabler for developing outside-the-box thinking that leads to new and innovative ideas, which, in turn, can be transferred to governments through mutual co-operation. For example, the Federal Ministry of the Interior is financing the Institute of Public IT as part of the Fraunhofer Institute for Open Communication Systems FOKUS and the National E-Government Competence Center. These research institutes provide relevant research to many e-Government projects, thereby bridging the gap between academia and government.

Improving the delivery of services for and with citizens

Key initiatives

To strengthen the civil service and increase its capacity to deliver better services, Germany has launched recommendations on a demographic-orientated Human Resource Policy in 2012. These recommendations include:

- Integrated HR management
- Diversity management
- Employee engagement
- Corporate health management

The aim is to promote and to secure work ability and motivation of public employees.

To address gender balance in the civil service, the Federal Government amended the Act on Equality between Women and Men in the Federal Administration and in Federal Enterprises and Courts (Federal Act on Gender Equality), which took effect on 1 May 2015. It aims at increasing the percentage of women in top executive positions in the Public Service and at improving the compatibility of tasks in family life, long-term care and professional activity. In future, the successful implementation of this project in the area of supreme federal authorities will be recorded within the scope of a gender equality index and will be published every year.

Strengthening accountability through better performance management and evaluation

Key initiatives

At federal level, the systematic evaluation of all major regulatory instruments is one of the implementation measures of the 2014 Programme of Work for Better Regulation under the heading of improving legislative processes. It is an important mean of improving regulation in Germany.

Already in March 2013, the Federal Government introduced the Systematic Evaluation Procedure – a process to systematically evaluate regulatory proposals.

Under this procedure, government ministries are to conduct general reviews of major regulatory instruments once they have been in force for a reasonable length of time, chiefly with a view to establishing whether the objectives of the regulation have been achieved. The procedure, which has been introduced for federal legislation, was tested in a pilot phase that concluded at the end of 2014 and involved seven pilot projects conducted by various ministries. In February 2015, these ministries held an initial meeting to share their experiences of the evaluation process. It emerged from these exchanges that the approach had proved very workable to force linking *ex ante* and *ex post* evaluation. It is planned to evaluate the procedure of the systematic evaluation on the basis of a representative number of regulatory instruments in 2016. The reporting of the above mentioned initial meeting of the evaluation process was publicised for all ministries.

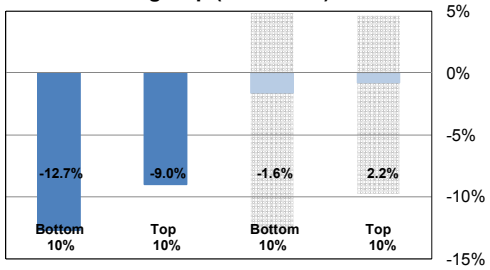
About two years after a regulatory instrument enters into force, the Federal Statistical Office assesses the compliance costs that have actually been generated by that instrument. Until 2013, this review covered only bureaucracy costs incurred by businesses. Since 2014, the Federal Statistical Office has been reassessing the full compliance costs for all addressees.

The above reforms also strengthen performance management by evaluating the effectiveness of programmes at achieving their intended goals. They also allow the government to identify what works, and what does not.

Greece

GREECE: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

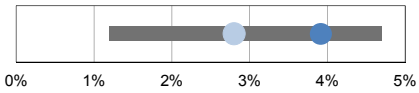
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

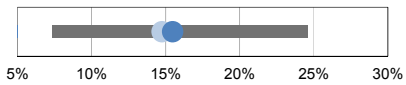
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



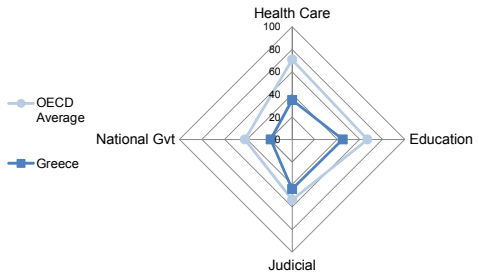
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average Greece

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

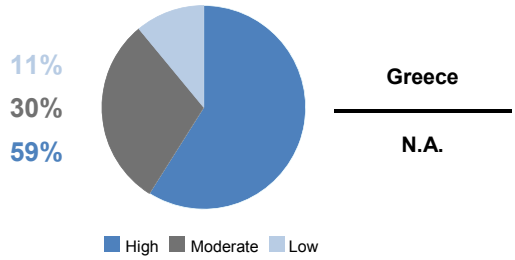
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

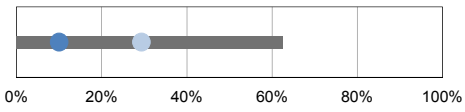
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

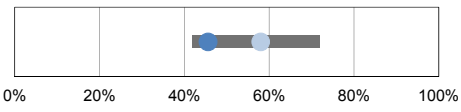
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

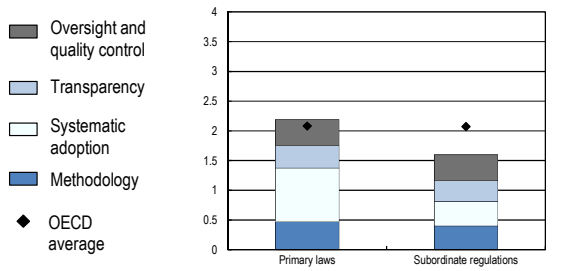
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

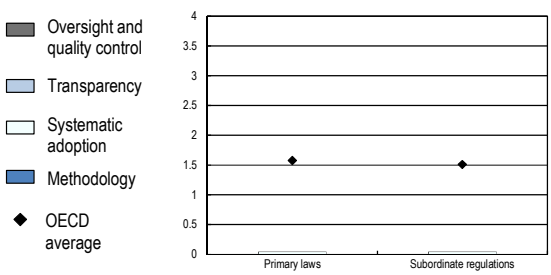
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

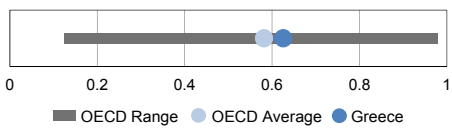
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Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

Over the last six years, the Greek Government has established four major open and participatory government initiatives to better engage with citizens and businesses and to serve the principles of transparency, collaboration and accountability.

The ***opengov.gr*** online deliberation platform includes two basic initiatives: Open calls for the recruitment of public administration officials, and electronic, open-deliberation for participatory rule making. The citizens' needs for timely information as well as their participation into public affairs form the central scope of the opengov project. Draft legislative acts and governmental policy initiatives are posted to a blog like platform for deliberation, prior to their finalisation. Citizens and organisations are invited to post their comments, suggestions and criticisms article-by-article. All submitted comments are collected and processed by the relevant authorities and in many cases they are incorporated in the final text. After the completion of the consultation process, the responsible ministry for the legislation prepares a report which is uploaded on the Parliament's website along with the approved text of law. From October 2009 up until February 2016, 508 consultations took place and 13 756 comments were submitted.

Additionally, the labs.opengov.gr digital platform allows citizens to submit ideas and proposals on the improvement of public e-services. This platform aims at introducing innovation in the relationship between citizens and businesses with public agents. Within this framework, planning and implementing public e-services become more participatory and decentralised.

Open Government

Since 2012 Greece is an active member of the Open Government Partnership (OGP), which is a multilateral initiative that aims to secure concrete commitments from governments to promote transparency, empowers citizens, fight corruption, and harness new technologies to strengthen governance. Greece is now implementing the second National Action Plan 2014 – 2016 which is co-created with civil society and includes commitments to advance transparency, accountability, participation and/or technological innovation in the Greek Government but also the Greek Parliament. The country commitments include initiatives such as the integration of PSI Directive on the re-use of public sector information, the implementation of platform for central distribution of public open data, the provision of open geospatial data and other critical data sets, setting up a new organisational unit for the co-ordination of the Open Government policy, the provision of historical parliamentary documents to the public.

In addition, since October 1st 2010, all government institutions are obliged to upload their acts and decisions on the Internet through the online platform of the ***Diavgeia Transparency Programme***, paying special attention to issues of national security and sensitive personal data. Each document is digitally signed and assigned a unique Internet Uploading Number (IUN) certifying that the decision has been uploaded. Following the latest legislative initiative of the Greek Ministry of the Interior and Administrative Reconstruction, administrative acts and decisions are not valid unless they are published online. The transparency programme introduced unprecedented levels of transparency within all levels of Greek public administration

and established a new "social contract" between the citizen and the state. The direct accountability brought upon the administration by the radical transparency that the Transparency programme introduces, leaves considerably less room for corruption, and exposes it much more easily when it takes place since any citizen and every interested party enjoy the widest possible access to questionable acts. The transparency programme also provides all administrative acts in formats that are easy to access, navigate and comprehend, regardless of the citizen's knowledge level of the inner processes of the administration.

Since October 2010, 19 million acts and decisions have been published on the Transparency Portal by 4 376 public authorities. The current rate of uploads is 19 000 decisions per working day.[1]

Engaging citizens

Founded in 1998, the Greek Ombudsman is an Independent Authority that investigates individual administrative actions, omissions or material actions taken by government departments or public services that infringe upon the personal rights or violate the legal interests of individuals or legal entities. Complaints are accepted from anyone, regardless of nationality, who wishes to report a problem concerning the Greek public services in Greece or abroad.

Furthermore, Greece encourages the participation of social partners and organised groups of the civil society, such as trade unions, employers' organisation and non-governmental organisations, in the decision-making process. Civil society groups are well organised and have an effective co-operation framework with the public administration during the policy planning process. Consequently, there is a positive reaction among the public organisations and social partners regarding promotion of public administration reforms.

Innovative policy design for inclusive growth

Key initiatives

In the Greek Public Administration, the Centre of Government plays an important role in applying the appropriate policy instruments and promoting joined-up government in the policy-making process. The institutions that mostly correspond to the Centre of Government are the General Secretary of the Prime Minister, the General Secretary of Co-ordination and the General Secretary of Government. These bodies play an active role in the development of national inter-sectoral strategies and programmes. Their competences include the general monitoring of policy planning, the reform of Government and the co-ordination of specific horizontal policies. In particular, the General Secretary of Government must be consulted at the preparatory stage of new policy initiatives. This institution has the right to block policy initiatives or draft legal acts during different stages of procedure.

A great variety of instruments has been adopted to underpin the efficiency of the horizontal and vertical co-ordination in the public administration and to communicate the policies developed, such as inter-sectoral strategies and programmes, reporting and audit systems. Choosing the most suitable policy instrument is a crucial factor for a successful policy implementation. Therefore, transparent procedures are followed so that all the relevant political agents are equally involved and informed. In addition to Government meetings, there are ad hoc committees of different levels (e.g.

Government Committees) that include the participation of high-level officials, including the State Secretaries.

Finally, co-operation between the Public Administration and other institutions is improved through the use of new information and communication technologies (ICTs). Specifically, the decentralised decision-making process used by the Greek Government is supported by the use of such ICTs.

The new General Secretariat for the ICT Policy aims to design and co-ordinate all the governmental ICT programmes. Special attention will be given for the compliance of public sector bodies' websites with the web accessibility requirements set out in EU's Regulations for Societal reasons.

Improving the delivery of services for and with citizens

Key initiatives

In order to promote a diverse and inclusive civil service, the Greek Public administration established a diversity strategy, which addresses gender diversity, ageing workforce, migrant background, specific ethnic groups, sexual orientation and people with disabilities. The aim of the strategy is two-fold: first, to provide equal opportunities for employment and advancement for all groups, and, second, to protect against discrimination.

Within this framework, the Government created the Diversity Charter, which applies to the entire public administration. Diversity policies are assessed annually through reports addressed to the leadership, the labour force of the public administration, and the public. Also, diversity issues are integrated in leadership competency frameworks. Furthermore, specific training in diversity awareness is mandatory for to civil servants who work on discrimination issues. As well, targeted training programmes to enhance competencies for specific diversity groups (e.g. providing language skills in order to facilitate communication between public servants and migrants) or for older workers is available.

Finally, recruitment processes in public sector are adaptable to people with special needs. These processes can be conducted in more than one language and are targeted to specific groups. Selection committees must reflect diversity and must be trained in diversity sensitivity.

A smart method to boost a country's competitiveness is the adoption of a more balanced representation of women and men in the digital economy. To this goal, the Hellenic General Secretariat for Gender Equality in collaboration with a number of Public and Private sector partners have set off to develop a functional ecosystem of entrepreneurs, business people, policy makers, the academia in order to assist women in pursuing ICT careers and help the best and brightest talents shine among Greek women and girls.

The initiative concentrates efforts to: leverage accumulated knowledge, strategies, best practice and policies in Europe implemented for the promotion of ICT among women; offer state-of-the-art career counselling and mentoring; raise awareness about ICT careers among women; enhance female ICT enabled entrepreneurship; encourage a more balanced representation of gender in economic decision making.

Also, in terms of equality between women and men, Greece responds with the newly drafted National Action Plan for Gender Equality 2016-2020 initiated by the General Secretariat for Gender Equality. The document will be launched soon and it will act as a roadmap for the advancement of the status of women and for substantive gender equality in the following priority areas:

- Social cohesion, poverty and migration
- Gender-based violence
- Economy, labour market, reconciliation of family and working life
- Education, training and stereotypes
- Health
- Decision-making

Strengthening accountability through better performance management and evaluation

Key initiatives

The Greek Government has drafted an Action Plan on Goal Setting and Quality, as part of the National Partnership Agreement 2014-2020, which will reform the public administration and enforce administrative efficiency. The Action Plan consists of two parts, which presents the legal framework of goal setting and quality as well as the Common Assessment Framework (e-CAF)

The first part of the Action Plan introduces management by objectives into the Greek Public Administration to strengthen performance management and delivery of services in public agencies of both central and local government and associated public entities. A top-down procedure with three phases (goal setting, monitoring and evaluation) as well as measurement of effectiveness and efficiency and the relevant indicators is stipulated.

Within this framework, the law establishes a network of quality and efficiency units in every Ministry. The implementation of the law and co-ordination of the network is the responsibility of the Directorate of Organisational Reforms of the Ministry of the Interior and Administrative Reconstruction.

The Greek Government introduced new legislation (Law 4369/2016) regarding public administration in an attempt to innovatively change the traditional operation of the administrative system by regulating for the first time systematically and as a whole the evaluation of structures and personnel, the promotion and selection of competent managers and the selection of Executives that constitute the top of the administrative hierarchy from a National Registry that is created through specific and transparent procedures. The basic pillars of the introduced reform are: a) The National Registry for the selection of Executives in the Public Administration; b) The Evaluation System; c) The promotion system; and d) The System for the selection of Managers. In terms of inclusive growth, it is important that the new legislation establishes the social accountability of public administration in order to improve its operation and the provided services by locating functioning problems, cases of misadministration etc. Examples of the aforementioned social accountability are the Hearing Committees that are established in each Ministry in order to record all

misadministration cases as pointed out by citizens and respond accordingly, as well as the Public Administration Observatory, which will be competent to overview the operation of the Public Administration and co-ordinate the procedures related to evaluation and social accountability of the Public Administration. Through these reformative provisions the citizens will be able to evaluate the Public Services in an attempt to enhance public participation and democratise their operation by deliberating with society.

Furthermore, article 22 of Law 4369 introduces a new perspective in the procedure of the annual goal setting within the framework of the implementation of Management by Objectives in the Greek public sector.

According to the above-mentioned Article, each year, the Minister determines the strategic goals of the public organisation. Subsequently, the Director Generals specify the strategic goals for each Directorate and inform accordingly the Directors of their area of responsibility.

In the next stage of the process, Directors ask from the Heads of Units for their suggestions regarding the goal setting of each unit whereas the latter ask employees to submit their proposals on the goal setting.

At the final stage of the goal setting procedure, the Heads of Units present the goals for each Unit in a formal meeting with all employees of the Unit and discuss with each employee his/her personal goals setting. The decision for the goal setting is published online on Diavgeia Transparency Programme (described above). At the end of each year, each Unit and Directorate evaluates their performance and draft Assessments Reports regarding their achieved results. The Assessment Reports are approved by formal meeting of all employees of Units and Directorates respectively.

The second part of the Action Plan includes a variety of actions in the fields of goal setting and evaluation through the Common Assessment Framework (CAF). This second part will be implemented by various agencies, such as the Ministry of Interior and Administrative Reconstruction, the Ministry of Health and other relevant public authorities during the period between 2015 and 2017.

In detail, the implementation will involve:

- Goal setting: setting up a quality framework, making suggestions for interventions to legislative framework, implementation of goal setting and making use of performance indicators for 2016.
- Implementing the CAF: translating and publishing of CAF 2013 into Greek, issuing circular and instructions concerning CAF implementation in public agencies and completing the electronic version of CAF.

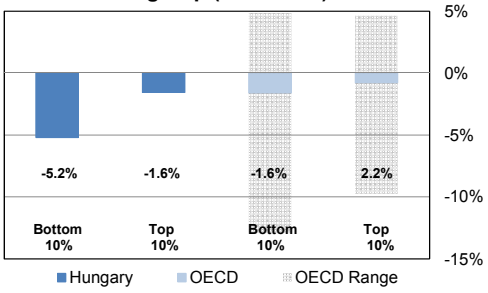
Note

1 For more information, see: diavgeia.gov.gr/stats.

Hungary

HUNGARY: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

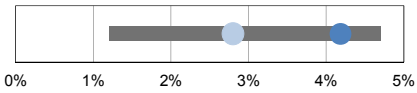
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

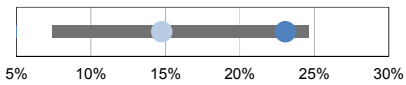
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background

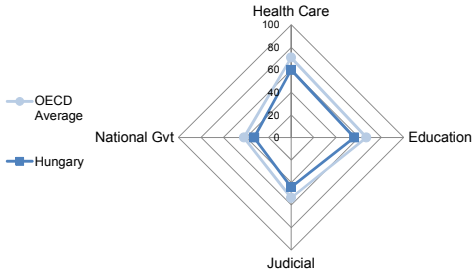


Source: OECD, PISA 2012 results: Excellence through equity, 2013

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

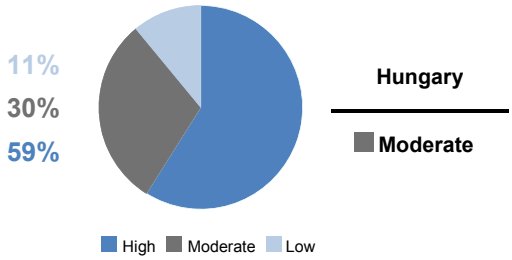
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

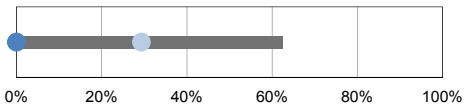
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

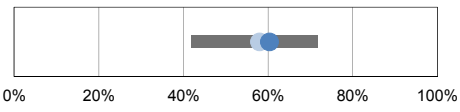
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

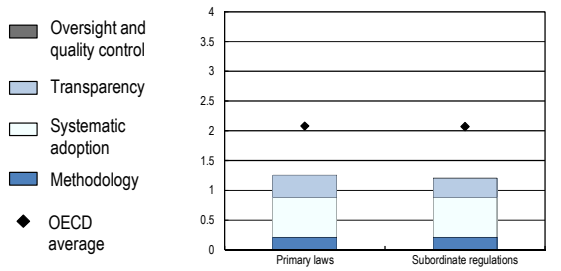
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

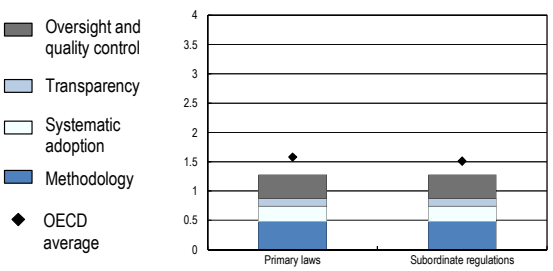
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

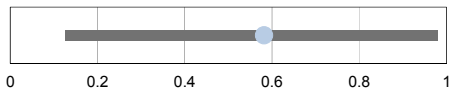
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

The Hungarian Government has implemented regulations to ensure that citizens and businesses can participate in the decision-making process. The participation framework for citizens as well as other social and entrepreneurial representative bodies is regulated by the Act CXXXI of 2010, which addresses social participation during the preparation of legal regulation. Under this Act, citizens and businesses are provided the opportunity to comment the draft laws and concepts.

Specifically, the Act defines two forms of inclusion in the preparation of draft laws and concepts. The first is a general co-ordination mechanism, which allows citizens and businesses to provide electronic comments on the drafts published on the Government Portal kormany.hu. Second, direct consultation with the parties involved by the line ministry responsible for the preparation of the legal instrument. This second form of inclusion is normally completed through strategic partnerships.

Beyond the legal frameworks, the Government strives for the more active inclusion of a wide range of stakeholders in issues affecting citizens the most. A good example of this is the citizens' consultation related to the State Reform Programme II – Reducing Bureaucracy strategy. Created by Government Decree no 1602/2014 (IX.4) in 2014, areas covered by the State Reform II strategy include:

- Renewal of the human capital of the state
- Reforming public services
- Better administration of state administrative cases
- Continuation of the State Territorial Administration Reform
- Reviewing legislation for deregulation purposes

The decree establishes a State Reform Commission (ÁRB), which is led by the rector of the National University of Public Service. Members are high-level representative of ministries and other public law organs (e.g. the Hungarian Central Statistical Office and the State Audit Office of Hungary). The commission's main task is to co-ordinate and discuss the various proposals and reform ideas concerning the above-mentioned areas, prior to the ordinary public consultation process.[1]

During the consultation, citizens and businesses had the opportunity to express both on paper and online their opinions concerning the fees of administrative procedures and suggest the termination of certain fees. Close to 390 000 questionnaires were filled by citizens and businesses, out of which close to 70 000 were related directly to the administrative burdens experienced by businesses.

Most suggestions from businesses were related to the termination of confirmations, certificates and licenses (i.e. tax certificates and company documents.) Partly as a result of the consultation, HUF 1.5 billion of direct administrative burden reductions for businesses are planned. Appropriate measures to implement this strategy were prepared in the second half of 2015.

Innovative policy design for inclusive growth

Key initiatives

In accordance with the reform measures described above, the Hungarian Government implemented a number of public administration reforms. The successful implementation of these reforms – with special regards to the state territorial administration reform - required strong cross sectorial joined-up government vision and co-ordination. Due to the comprehensive nature of the reform, organisational development, procedural, budgetary and legal instruments were applied during the implementation. As well, the reform required that civil servants be prepared and trained in the new government approaches.

To provide a more complete implementation of the government's vision, professional portfolios of ministries were changed after the elections in 2014. As a result of this change, the former Ministry of Public Administration and Justice ceased to exist, a separate Ministry of Justice was created and the tasks related to central and territorial public administration became part of the Prime Minister's Office's professional portfolio. As a result, professional co-ordination is now combined with strong political co-ordination, which helps to better achieve government objectives.

Besides the application of complete sets of tools and well co-ordinated government intention, the innovation and adaptation capacity of the Territorial Public Administration played an exceptional role in the success of the reform. Within the framework of the new institutional structure, the Public Administration provided solutions to the challenges associated with the reorganisation of the system. Many of these solutions were directly oriented towards increasing customer satisfaction with government. This included information material for customers, sample document templates, methods of organising work and self-developed internal training, among others.

Furthermore, the Public Administration and Public Service Development Strategy 2014-2020 defines the orientation and objectives regarding the development of the Public Administration by building upon local innovation. The Strategy contributes to the establishment of a modern, innovative and service-oriented Public Administration by increasing the innovation potential of human resources and certain public administration organs as well as supporting the nationwide spread of best practices.

The Strategy aims to develop the Public Administration and public services according to its four-pillar goal structure:

1. Improvement of the organisational conditions for a service-oriented Public Administration
   - Enhancing operational effectiveness of the central Public Administration system
   - Development and rationalisation of the Territorial Public Administration
   - Development of organisational frameworks for Local Self-Governments
   - Development of locally and temporally independent public services
2. Development of human resources management within public administration

- Further development of some functions of human resources management in Public Administration
- Establishment of public service carrier model
- Public service development
- Development of human resources management in Local Self-Governments

3. Improvement of the quality of public services
   - Improvement of the quality of public services provided by state administrative organs or Local Self-Governments through comprehensive organisational development
   - Cutting red tape related to the provision of public services
   - Provision of services supporting e-administration in other areas of public services
   - Establishment and development of Government Windows (integrated one stop shop customer service offices)
4. Digitising State and public services
   - Development of the internal electronic processes and IT systems within public administration, enhancing interoperability within the different systems
   - Development of the IT-support for client-oriented Public Administration

Improving the delivery of services for and with citizens

Key initiatives

For the state to ensure the best services for the citizens, the Hungarian Government believes that the continuous capacity development of the personnel and leaders is necessary, as well as the enhancement of administrative capacity.

Changes in the social and economic environment as well as the reforms substantially affecting the tasks of public administration required the modernisation of public service trainings and the revision of the qualification requirements regarding civil servants.

In 2011, the Government adopted the Magyary Zoltán Public Administration Development Programme ("Magyary Programmes") the basis for reforming the Public Administration. Implemented between 2011 and 2013, these reforms sought to modernise public services, improve the efficiency of the Public Administration and establish client-oriented public services.

Under the Magyary Programmes, Hungary established the National University of Public Service, which has made significant progress in achieving the above objectives. By establishing this institution, and with the help of a renewed training portfolio, the Government can successfully train and retrain civil servants to ensure that their knowledge and efficiency corresponds to the needs of the modern public administration system.

Besides ensuring the acquirement of new skills and knowledge required by the changed tasks, provisions determining the selection criteria have been revised. The

modification of the Government Regulation 29/2012 (III. 7.) regarding the qualification requirements to civil servants ensured, on the one hand, a greater harmony between the tasks and the necessary qualification required and, on the other hand, increased the extent of mobility for public servants within the Public Administration.

The aim of the modification of the Government Regulation (III.7) was to facilitate greater mobility between the organs of Local Self-Governments and Metropolitan/County Government Offices and make the work of human resource management units easier through simplification and transparency of public servants' qualification requirements. Positive results of this modification were realised in practice for example during the integration of State Territorial Administration organs implemented as of 1 April 2015.

The Hungarian Government feels especially important to create possibilities to entering Public Administration for highly qualified young professionals speaking foreign languages at early stages of their career. Therefore, the Hungarian Public Administration Internship Programme (MKÖ) was launched in March 2016 for the sixth time. The MKÖ offers an excellent opportunity for young professionals to lay down the foundations of their career path with obtaining professional experiences in Hungarian and international Public Administration. The duration of the internship programme is ten month, out of which the participants spend seven months in the Hungarian Public Administration and three months in the Public Administration of another European country. Most of the interns receive a job offer in Public Administration upon successful accomplishment of their internship.

In addition to the above mentioned programme, the Territorial Public Administration Internship Programme (TKÖ) provides opportunity for young professionals especially interested in the field of Territorial Public Administration. The TKÖ was launched in February 2016 for the first time. The duration of the programme is 12 month, which can be spent at a Metropolitan/County Government Office. The programme takes into account territorial characteristics, offering therefore reasonable solution for rural employment challenges of young professionals with academic degree living in rural areas.

Beyond the enhancement of civil servants' preparedness, the Government put a great emphasis on the establishment of a public administration that is more diverse and inclusive. In this spirit, the Roma desk officer programme was launched. As of 2013, 100 desk officers with Roma origin have been employed within the organisation of county and capital government offices, which are directly familiar with the problems of Roma population and help them in selecting and applying for appropriate training programmes and benefits, as well as in administering their administrative and authority cases.

Another good example of the Government's intention to make Public Administration more inclusive is the Internship Programme for Disabled University Students (FKÖ), which was launched in February 2016. The FKÖ offers internships to disabled university students committed toward Public Administration but having no working experience. The duration of the programme is three months and can be spent at any ministry relevant to the intern's studies or professional field of interest. A diverse public administration and respect for the special needs of certain public groups significantly increases citizens' trust towards the Public Administration. In addition, strengthening trust and increasing the authority of the public service was

one of the emphasised aims of the Corruption Prevention Programme implemented between 2012 and 2014. Important results achieved by this programme include the dissemination of the spirit of integrity with the help of interactive training programmes, the definition of professional ethics, and the adoption of the code of ethics are.

Strengthening accountability through better performance management and evaluation

Key initiatives

An important element of the public administration reform implemented by the Magyary Programmes (described above) was the development of an assessment methodology with which the social, economic and public administration efficiency of government policies could be measured. Prepared by the National University of Public Service, this new assessment system creates the Good Governance Index (GGI), which is used to prepare the Good State and Governance Report, released in 2014, evaluating the performance of state administration.

The purpose of the GGI is to deliver a status report to the government, providing feedback on ongoing reform measures, indicate areas where further public policy measures are required, and assess the quality of the Public Administration's performance against a range of indicators. The index consists of a set of 150 indicators that are meant to capture the effectiveness and efficiency of the public administration. The indicators are regrouped into five categories, covering:

- Legal certainty and trust in government
- Societal well-being (quality of life)
- Fiscal stability, business viability and economic competitiveness
- Environment and social sustainability
- Democracy

A further horizontal category of indicators covers intermediate outputs on the efficiency of the public administration. The concept of administrative efficiency is based on the elaboration of paradigms related to the effective, economical, efficient, safe, verifiable and adaptive nature of the tasks performed and the use of resources.[2]

In addition, a personal performance evaluation system (TÉR) has been developed within the framework of Magyary Programmes with the aim to increase the efficiency of public administration. The TÉR evaluations, performed twice a year, offer the opportunity of defining development objectives on a personal basis and providing a comprehensive assessment of the personnel's performance. In regards to identifying what works, Hungary has paid great attention to the identification of reform initiatives that are successful and have an exemplary value, even in an international context, and to the detection of errors. Within the framework of special co-operation, the internal assessment of the public administration reform projects was supplemented by analysis from the OECD. Through a two-phase co-operation programme, the OECD provided analyses of the Magyary Programmes, the State Territorial Administration Reform, the measures preventing corruption, and the strategy concerning the development of public administration between the period of

2014 and 2020. Within frameworks of this co-operation the OECD provided analyses and recommendations for the future development of these programmes. The Public Governance Review of Hungary on Reforming State Territorial Administration,[3] for example, provided valuable information on the interim evaluation of the Government's performance in August 2015, which is publically available.

Furthermore, there are examples not only of comprehensive, nationwide evaluations. Pilot projects preceded a number of reform measures, which offer the opportunity for policy makers to identify well-functioning and less efficient interventions, and, their timely correction, if necessary. Two examples of programmes preceded by a pilot phase are the Organisational Development Programme and the Integrity Training Programme.

The Organisational Development Programme aimed to improve internal operational efficiency of Public Administration and judicial organs. The first phase of this programme was a development phase when experts developed detailed methodologies for performance management, process optimisation, knowledge sharing, quality management and change management. This was followed by a pilot phase when the Ministry of Public Administration and Justice and the Office of Public Administration and Justice tested these methodologies in practice to make sure that they can be implemented easily in any organisation. After this, an extensive tendering followed and more than 200 administrative organs started their own organisational development projects.

Within frameworks of the Integrity Training Programme, approximately 9 000 government officials participated in Public Service Ethics and Integrity training. Furthermore, approximately 7 000 government officials in managerial position took part in Integrity Management training. During the training sessions, officials were able to learn approaches and tools, which help to reaffirm the integrity of their organisation in the long run. This enhances the resistance capacity against corruption. The methodology of the trainings was elaborated by the National University of Public Service. The methodology was tested and the trainings were prepared by means of pilot trainings.

Notes

1 For more information, see: Box 1.2, pg. 36, in OECD (2015), Hungary: Reforming the State Territorial Administration, OECD Public Governance Reviews, OECD Publishing, Paris. http://dx.doi.org/10.1787/9789264232921-en.

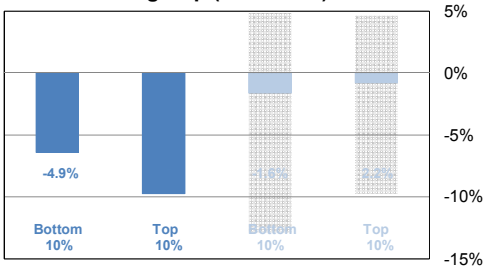
2 For more information, see *Ibid,* Box 3.3, pg. 57.

3 For more information, see *Ibid.*

Iceland

ICELAND: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

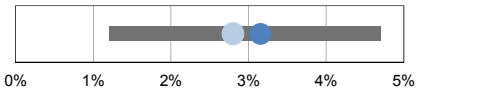
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

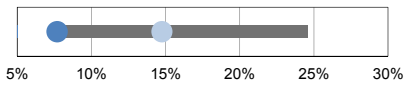
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



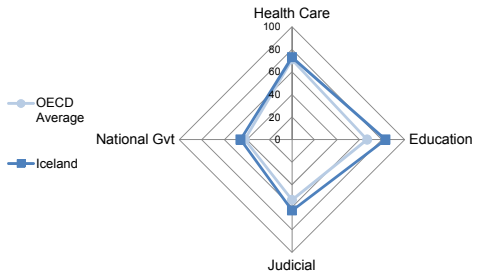
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average Iceland

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

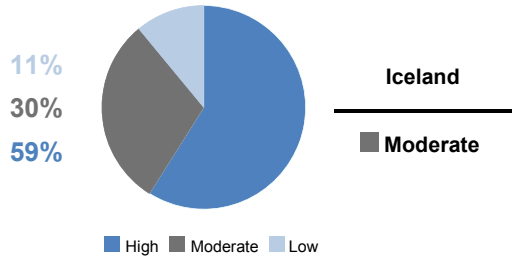
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

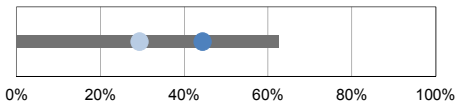
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

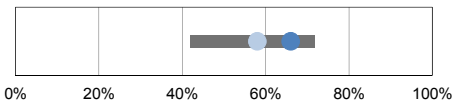
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

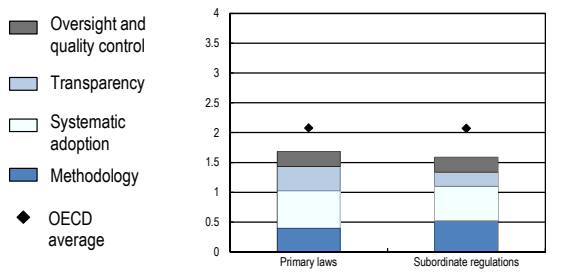
Public sector employment filled by women (2013)



Source: Statistical Business Register of Statistical Iceland

ENGAGING CITIZENS AND BUSINESSES

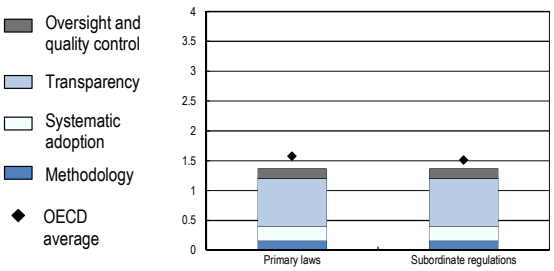
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

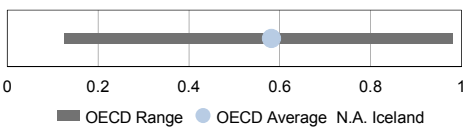
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

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Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

The Icelandic government is constantly working on ways to better liaise with citizens and business. For example, the Iceland Growth Forum was established in January 2013 by the Prime Minister´s Office following a report on growth prospects for the Icelandic economy. The main message of the report highlighted the lack of productivity in the domestic sector.

The forum, that meets two to three times a year, consists of 25 key members from the public and private sector. The members are chairmen of all political parties represented in Parliament, leaders from the labour market, rectors form the two largest universities, the chairman of the federation of municipalities and leaders from various private businesses.

The forum´s primary objective is to facilitate an open exchange of views between these important parties in society. The Forum is chaired by two independent members and all members have the same status with in the Forum.

In May 2013 the Forum´s Secretariat delivered their proposals to the Growth Forum on how to increase productivity in Iceland and foster economic growth. The Secretariat submitted 37 proposals and those proposals where published publicly to enhance discussions in general about these issues in society. The proposals focused on five main areas:

- Enhancing overall economic stability and increase the credibility of the economy.
- Increasing productivity in the public sector.
- Increasing productivity in the domestic service sector.
- Ensuring stability and value added in the resource sector.
- Ensuring growth in the international sector.

The new government that took office in May 2013 included many of the proposals from the Growth Forum´s Secretariat in its coalition platform. Many of the proposed reforms have already been implemented and others are still in the process of being implemented. The Growth Forum monitors and discusses the implementation progress in its meetings. Though not all agree on the decisions made by government in relation to these proposals, open communications between the members of the Growth Forum has had a valuable impact on policy implementation. In addition, meetings are also a venue for the current government to listen informally to views of the opposition, business leaders and social partners.

At the start of 2016, the Growth Forum established an independent working group on tax reforms that is expected to deliver proposals for discussion in May 2016. The objective is to find ways to increase the effectiveness of the tax system and propose changes that will enhance predictability and transparency as well as reduce tax evasion. Like those in 2013, these proposals will also be published publicly for discussion with society as a whole.

Public consultations

A central government website for consultation, manly on draft legislation, is being prepared and expected to be opened later in 2016, which will improve access for the public. Currently individual ministries already consult with the public and stakeholders in a number of cases. As well, parliamentary committees carry out extensive consultation on all parliamentary bills, with meetings and via the Internet where parliamentary committees call for comments from interested parties on all bills.

Regarding service delivery, many of the direct service to the citizens in Iceland is supplied via local authorities. A recent law on municipalities from 2011 contains a general clause requiring wider consultation with the citizens regarding the processes that lead into decision making on subsidiarity matters. Pursuant to this provision, municipalities have practiced this procedure in growing numbers.

For example, the City of Reykjavík has, since 2012, actively offered various options to enhance public participation in deliberative democracy and decision making via two initiatives:

1. Better Reykjavik is an online consultation forum where citizens are given the chance to present their ideas on issues regarding services and operations of the City of Reykjavík.
2. Better Districts is a collaborative project between citizens and administrative authorities for prioritising and distributing funds for new projects on a smaller scale and projects of maintenance in the districts of Reykjavík. This project is intended to enhance public participation in deliberative democracy and democratic decision making and is based on experience from previous years.

Digital governance

In recent years, central government agencies have, in growing numbers, practiced direct information delivery and information exchange through social media. For example, since 2010, the Ministry for Foreign Affairs has been at the forefront, actively engaging itself in social media through Facebook, Twitter, Instagram, Flickr and YouTube. Each year, the number of followers for the Ministry is growing and the Ministry has successfully used social media to be highly successful in assisting Icelandic citizens abroad.

In 2010, the Reykjavik Metropolitan Police (Lögreglan) started using social media accounts, attracting a significant amount of attention via the Internet. The initiative, including reciprocal communication between the agency and the public, now boasts thousands of followers on both Instagram and Facebook, and their brand of maintaining law and order has gone viral, with a number of popular websites such as Reddit and BuzzFeed reporting on them.[1]

Innovative policy design for inclusive growth

Key initiatives

Recently, the development of the Public Finance Act and the current implementation of the budget reform provide a good example of a major policy initiative that required joined-up government. The Government of Iceland passed

laws on public finances in December 2015, which came into force 1 January 2016. The laws cover public sector finances and are holistic yet detailed on how economic policy making and planning within the government is to take place. Specifically, the laws cover the public sector, central government and its institutions, budget formulation/execution and reporting.

One of the key principles followed while drafting the laws was to ensure that the laws would describe thoroughly the responsibilities of all stakeholders, such as the parliament, cabinet, ministries, institutions, in addition to municipalities. In the design and development of the various instruments that make up this reform, a system-wide consultation has been conducted and experiences from other countries explored.

At the same time, this initiative reinforces the framework for joined-up-government as it prescribes the development of a fiscal strategy plan that includes targets for the finances of both the central government and local governments. Furthermore, clear objectives for all expenditure areas shall be formulated, which requires extensive collaboration between different government entities and is meant to ensure that the government as a whole is working towards the same goals. Where there is an overlap between ministerial responsibilities within specific expenditure areas, ministers need to define policy goals in co-operation. To benefit from joined up government, the government is currently defining ways, such as rule setting, courses and information settings, to build up consensus and joined up efforts by the government in implementing the laws on public finances.

Other initiatives to strengthen the relationship between central government and local government were legalised in the Local Government Act no. 138/2011, which entered into force 1 January 2012. The Act stipulates that the central government shall ensure formal and regular consultation with the local authorities on matters such as legislation that may affect public finances and the division of duties between state and local government. As a part of this initiative, the central government is required to estimate the financial impact of any major policy decision or legislation on local authorities.

In addition, Iceland has, to some extent, leveraged regulatory practices to foster a whole-of-government approach. For example, the Prime Minister´s office co-ordinates and controls regulatory quality by reading over and commenting on all new government bills drafted by line ministries.

Public sector innovation

To foster innovation, some relevant practices have been conducted by the Ministry of Finance, such as rewarding public institutions or projects that have contributed in increased efficiency or effectiveness within the government or its institutions. As a result, institutions have been more enthusiastic about "thinking outside of the box" and finding new solutions to challenges and future projects. Therefore, events on "innovation" have been rather frequent as part of the 180 government agencies now in operation. This initiative has brought attention to, and created a dialogue on, innovative practices in the public sector at the same time that new ways to encourage innovative thinking are currently being developed.

Improving the delivery of services for and with citizens

Key initiatives

Iceland has launched a few initiatives to strengthen the civil service and increase its capacity to deliver better services. Last year, the Ministry of Finance, in its report, analysed and proposed recommendations on the future public administration system, focusing on the skills and knowledge needed to be able to fulfil their management role. The focus was also on what requirement should be imposed on leadership in government and how government leaders' skills should be developed. The legal framework for institutions and government employees is currently being revised to reflect this effort.

Regarding trust, all national agencies aim to enhance public trust. As a result, for the last consecutive years, the Icelandic Police has out-ranked other agencies in annual surveys on trust within the Government. The following factors have primarily influenced public trust towards the Police:

- A set of common values reflecting respect for the law and human rights.
- Close co-operation with other agencies and associations to prevent threats to social security.
- Regular statistical surveys measuring police operations.
- Special initiatives against domestic violence based on empirical analysis.
- Initiatives aiming at improving communication between the police and the public on social media.

Furthermore, in 2011, a code of ethics was established for central government personnel and, in 2013, for all state employees. In March 2016, parliament approved a code of ethics for parliamentarians that will take effect in autumn 2016.

The Act on Equal Status and Equal Rights of women and men, which entered into force in 2008, clearly states that vacant positions that are open for application shall be equally accessible to both sexes. In practice this has been interpreted in such a way that if there are two equally qualified candidates of each sex, the candidate of the gender in minority within the organisation or the field in question should be granted the position. Furthermore, to give men and women equal opportunities to impact public policies and decision making, care shall be taken to ensure equal representation of men and women on national and local government committees, councils and boards. With active enforcement by the Centre for Gender Equality agency there has been great improvement in the gender balance in government committees and boards since the passing of the law.

Gender balance

Based on research regarding women in the police force, the National Police Commissioner developed an action plan to increase the proportion of women in the police force and among senior officials. Special efforts have been made to address evidence of sexual harassment within the police and a mechanism created to deal with such claims. In addition, the Government of Iceland developed a gender responsive budgeting programme (described below).

Strengthening accountability through better performance management and evaluation

Key initiatives

With the new Public Finance Act (described above), an increased focus is placed on strategic planning and performance management. For example, each minister is now required to formulate and submit a five-year policy paper for the expenditure areas and expenditure functions for which they are responsible. The policy shall set out focus areas, goals and objectives – including quality and service objectives – and targets. Similarly, all central government entities are required to annually formulate an outcome-oriented strategy for their respective activities for at least three subsequent years. Ministers will annually report on the outcome of budget provision allocations with respect to set objectives, targets and measurements.

With this reform, a mechanism that facilitates government-wide evaluation of policy outcomes is put in place. The reform also provides increased support to performance management with medium-term strategic planning and performance reporting linked to the budgeting process mandatory for all central government entities.

Pilot programmes

Pilot projects that focused on analysing and evaluating the effects of specific policies or policy decisions from a gendered perspective were launched in each ministry in 2010 as a part of the implementation of the gender responsive budgeting programme. Using the findings of the pilot projects, the gender responsive budgeting programme was further developed and bound in law in 2015 as a part of the government budget reform. This guarantees a systematic approach in gender responsive evaluation of policies and decisions.

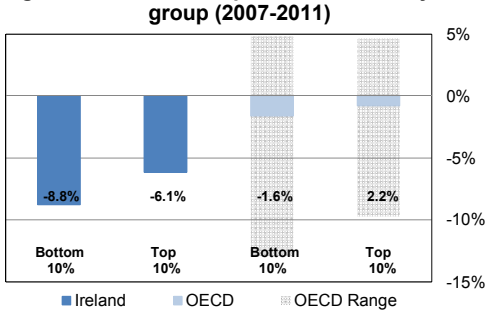
Note

1 For more information, see: https://www.facebook.com/logreglan/?fref=ts.

Ireland

IRELAND: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

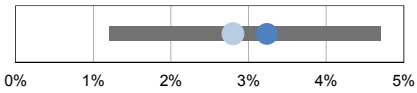
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

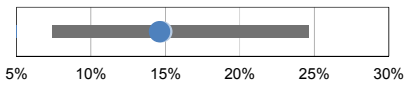
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



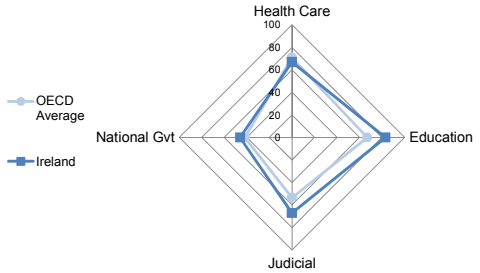
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average Ireland

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

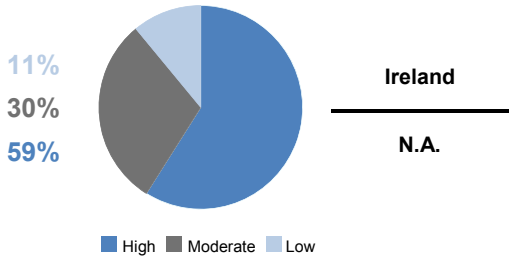
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

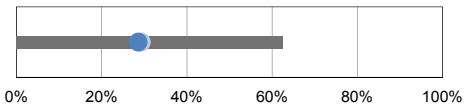
Level of influence of the Centre of Government over line ministries (2013)



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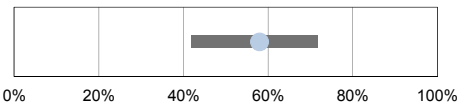
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

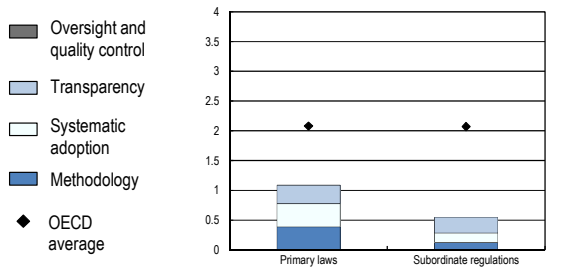
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

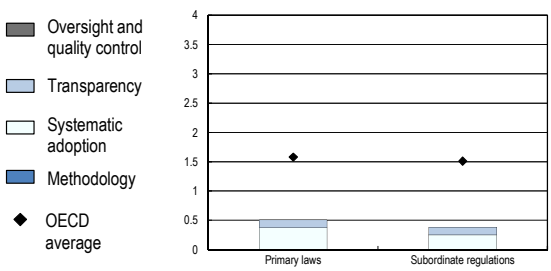
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

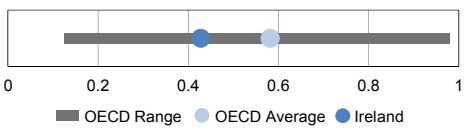
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Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

Ireland has implemented a number of initiatives aimed at better engaging with citizens and stakeholders in the policy process. In July 2014, Ireland became a full member of the Open Government Partnership (OGP) on publication of its first OGP National Action Plan. Prior to this, a two day OGP Europe Regional Conference was held in Dublin in May 2014, which brought officials and civil society together to discuss many topical issues and policies. A draft version of the OGP plan was published for public comment during the event.

In terms of the development of the OGP Plan, Transparency International Ireland was engaged to manage a number of public meetings. From these, a report was developed containing over 60 recommendations. A joint working group comprising officials and civil society representatives was established to work through these recommendations and to develop Ireland's plan. Implementation is well underway with three core themes: Open Data, Citizen Participation and Strengthening Governance and Accountability. The Plan outlines 13 actions/sub-actions that are being carried out to increase and enhance citizen participation.

A number of open events have been held in relation to the OGP and to the Open Data Initiative to allow citizens, civil society, business and researchers to engage, give their views, inform and seek information. For instance, a consultative event on the OGP was held in July 2015. The purpose of the event was to seek to establish how best to raise awareness of the OGP, broaden participation of citizens and civil society in the OGP and embed it in a sustainable way. One of the key points that emerged was the need to make engagement easier.

Open Data events, such as the recent event held in June 2015, have focused on raising awareness on the Open Data Initiative and seeking the views of all Stakeholders on the way forward for Open Data in Ireland. The June event included break-out sessions to discuss how to build Open Data Strategies for the public service, business, researchers and civil society.

Furthermore, the Department of Finance and the Department of Public Expenditure and Reform hosted a National Economic Dialogue in July 2015. Representatives of community, voluntary and environmental groups as well as members of parliament, business, trade unions, research institutes, the academic community and the diaspora were in attendance. Forming an important element of Ireland's new budgetary framework, the objective of the dialogue was to facilitate an open and inclusive exchange on the competing economic and social priorities facing the Government in the context of preparing for Budget 2016.

In 2015, the Department of Children and Youth Affairs (DCYA) published the National Strategy on Children and Young People's Participation in Decision-Making (2015-2020), which is focused on giving children and young people a voice in decision-making that affects their everyday lives. The Department has a dedicated Citizen Participation Unit, the role of which is to ensure that children and young people have a voice in the design, delivery and monitoring of services and policies that affect their lives. To inform the development of the Strategy, a broad ranging consultative and evidence-based approach took place, which included a national consultation with 66 700 children and young people. One of the key cross

government actions in the Action Plan which accompanies the strategy is that Government departments and agencies will consult with children and young people appropriately in the development of policy, legislation, research and services, with the support of the DCYA. The key action for the DCYA is the establishment of a Children and Young People's Participation Hub, which will act as a national centre of excellence on the participation in decision making of children and young people.

A series of Open Policy Debates have been held to promote a culture of innovation and openness by involving greater external participation and consultation in the early stages of policy development. These debates aim to promote regular open discussion with a range of academics and practitioners to hear informed, expert, opposing and challenging views as part of the policy development process. Since their introduction in 2015, 23 open policy debates have been held on a range of policy issues which include: The National Risk Assessment, Future Investment in Early Years Education, Education Reform and The Labour Market Symposium.

Prior to the enactment of the Freedom of Information (FOI) Act, 2014, a review of the implementation of FOI took place in 2013, with an internal public bodies working group and an expert group comprising academia, civil society representatives and journalists reviewing the implementation and making recommendations.

The Convention on the Constitution was established by the Oireachtas (Parliament) to consider and make recommendations on certain topics as possible future amendments to the Constitution. Its membership comprised 66 randomly-selected citizens, 33 politicians from both Houses of the Oireachtas and the Northern Ireland Assembly and an independent chair. The Convention ran from December 2012 to March 2014. The Convention made 38 recommendations, including holding a referendum on marriage equality which took place on 22 May 2015. The referendum was passed by a decisive majority. This is the first time that a proposal for constitutional change put forward by a Constitutional Convention has resulted in actual Constitutional change. It is also the first time that marriage equality was carried by popular vote and so marks a historic first for Ireland among the nations of the world.

More generally, pre-legislative scrutiny takes place on almost all legislation providing an opportunity for citizens and civil society to make submissions and interested parties can be called to meet the relevant Parliamentary committee.

Establishing partnerships with society

As set out in the Public Service Reform Plan 2014-2016, the Irish Government is committed to driving greater use of alternative models of service delivery in order to achieve better outcomes for service recipients. A number of initiatives focusing on delivering inclusive outcomes and which have been implemented in partnership with the community, voluntary and private sectors include the following:

In terms of partnering with civil society groups, the Social Inclusion and Community Activation Programme (SICAP) is a national programme that works to promote social inclusion and poverty reduction through partnerships with the community and voluntary sector, local engagement, direct dialogue and targeting affected individuals. SICAP's vision is to improve the life chances and opportunities of those who are marginalised in society, living in poverty or in unemployment by

using community development approaches, targeted supports and interagency collaboration. These approaches ensure the values of equality and inclusion are promoted and human rights are respected. The SICAP target groups are: children and families from disadvantaged areas; lone parents; new communities (including refugees/asylum seekers); people living in disadvantaged communities; people with disabilities; Roma; the unemployed (including those not on the live register); Travellers, young unemployed people from disadvantaged areas and low income workers/households. Services available under the Programme include education/life-long learning supports, employment and enterprise supports for the harder to reach.

The national Government is working with the philanthropic sector to deliver Benefacts, a service that will benefit civil society by helping restore public confidence in the sector through increased transparency of their data. Funded by the Exchequer and two philanthropic bodies, Benefacts will provide a single repository of financial, governance and other relevant data on the not-for-profit sector. This will include readily accessible and freely available data on the funding received by the not-for-profit sector, including details of all Government grant allocations. In addition, Benefacts will operate as a non-profit organisation. The project will ensure that taxpayer's monies are being spent in the most effective manner, and will deliver on the Government's Public Service Reform Agenda by trialling and delivering new ways of working.

A Service Reform Fund was established in June 2015 to support the implementation of reforms in disability and mental health services. The Fund is supported by Atlantic Philanthropies, the Department of Health, the Health Service Executive and Genio (a non-profit organisation) and is co-funded by the Exchequer and Atlantic Philanthropies. The Fund will support the acceleration of reforms in the Disability and Mental Health Services by providing transitional funding to meet the costs of migration to a person-centred model of services and supports, in line with the Government's stated policies.

An Area Based Childhood (ABC) Programme of intervention to improve outcomes for children and combat child poverty has been introduced, co-funded by the Exchequer and Atlantic Philanthropies. The programme, which is informed by the previous Prevention and Early Intervention Programme, runs from 2013-2017 and targets investment in evidence-informed interventions to improve the outcomes for children and families living in areas of disadvantage. It has a particular emphasis on improving outcomes in children's health, development and learning as well as parenting and on improving the effectiveness of services for them and involves the establishment of cross-sectoral local consortia to ensure engagement and appropriate local needs assessment with the range of relevant sectors and supports working with and for children. The Department of Children and Youth Affairs (DCYA) is now actively working on identifying and mainstreaming the learning from these range of programmes and approaches to ensure a more systematic change to improving services and outcomes for children. This is being done through the development of a Quality and Capacity Building Initiative (QCBI), which aims to take a co-ordinated approach to enhance capabilities and quality in prevention and earlier intervention across the policy and practice domains working with and for children, young people and families based on the 5 National Outcomes for children and young people.

Furthermore, the Early Childhood Care and Education (ECCE) scheme is a programme administered by the DCYA which provides a free pre-school year to all

children in the State. More than 4 000 service providers nationally are contracted to offer the ECCE programme on behalf of DCYA. Approximately 70 000 children benefit from the programme annually, which is delivered through both private and community (not-for-profit) childcare providers. The programme is currently expanding so that, from September 2016, every child in Ireland will be able to start pre-school at age three, and to remain in pre-school until they start primary school. Also during 2016 a suite of supports is being phased in to enable children with disabilities to fully participate in pre-school care and education. A programme of support for refugee families with children is also being introduced in 2016.

To aid the economy, Tús was developed as a work activation initiative for the long-term unemployed launched in December 2010. Tús is managed at a local level by local development or community organisations. It provides 12-month work-placement opportunities in the community, social care and heritage sectors. Participants benefit from being in work and the community and voluntary organisations benefit from the skills and experience that the participants can bring. JobPath is a new approach to employment activation to support the long-term unemployed. The roll-out of JobPath began in July 2015 on a "soft launch" basis and it is expected to be completed by mid-2016. Two companies have been contracted by the Department of Social Protection to provide JobPath services. JobPath is a payment by results model and as such all initial costs are borne by the companies. Payment by the State is made on the basis of performance by means of referral fees and job sustainment fees. JobPath is so structured that the companies cannot recover their costs or make any profit unless and until they get people into sustainable jobs. The payment by results model allows the Government to match the costs of achieving an employment outcome with the saving from reduced welfare payments (and increased tax receipts). The overall cost of JobPath will be determined by the number of people who participate in JobPath and the number who get sustainable jobs. The Department of Social Protection will refer between 264 000 and 440 000 jobseekers to the JobPath companies over the contract term. The contracts provide for a term of four years with a two year "run out" period with the option of extending the contract by a further two years. By the end of the first quarter of 2016, some 20 000 jobseekers will have been referred to JobPath.

Focusing on the ways citizens interact with government, Service Design is a relatively new and innovative approach to improving public services by streamlining processes and improving the customer experience. In 2015, the Department of Public Expenditure and Reform supported a service design training initiative, where a number of public bodies took part in one day workshops, providing tailored Service Design Training. The training provided an opportunity to engage with service users and gain key insights from their perspective.

Using information and communication technologies (ICTs)

In general, citizens have broad access to government services online. Right now, citizens can access over 400 informational and transactional public services via the Government's central portal – gov.ie. The Government intends to add more services over time.

Under the new Public Service ICT Strategy, published January 2015, citizens will be able to engage with Government through new digital channels, while achieving better efficiencies through sharing across the wider Public Service. The strategy has

five key strategic objectives that will set the future direction for innovation and excellence in ICT within the public service:

1. Build to Share: Creating ICT shared services to support integration across the wider Public Service to drive efficiency, standardisation, consolidation, reduction in duplication and control costs.
2. Digital First: Digitisation of key transactional services and the increased use of ICT to deliver improved efficiency within Public Bodies and provide new digital services to citizens, businesses and public servants.
3. Data as an Enabler: In line with statutory obligations and Data Protection guidelines, facilitate increased data sharing and innovative use of data across all Public Bodies to enable the delivery of integrated services, improve decision making and improve openness and transparency between Government and the public.
4. Improve Governance: Ensure that the ICT strategy is aligned, directed and monitored across Public Bodies to support the specific goals and objectives at a whole-of-government level and with an emphasis on shared commitment.
5. Increase Capability: Ensure the necessary ICT skills and resources are available to meet the current and future ICT needs of the Public Service.

Furthermore, public bodies are required to take account of the emergence of new technologies and social media when delivering their services, including developing a social media usage policy and also facilitate mobile users where possible. Most Government Departments/Offices engage with citizens and businesses via a range of social media, in particular through Twitter. A list of twitter accounts can be found on the government's central portal gov.ie. Examples include:

- @IRLDeptPER, the Twitter account of the Department of Public Expenditure and Reform is used to announce press releases, event information, alert to new content on the DPER website and provide information on services available through the Department.
- @RevenueIE, the Twitter account of the Revenue Commissioners, exists to share Revenue news and general information using easily accessible channels of communication; increase awareness of entitlements and obligations, and increase awareness of Revenue, and tax and customs matters in general.
- @GardaTraffic **is the** Garda Síochána (national police force) official twitter account, providing information on traffic and major events nationwide.
- The National Library of Ireland (NLI) Social Media Programme utilises Twitter, Facebook, Flickr and a NLI Blog. Through active engagement with users, the NLI is enabled to share with the public, in an immediate way, the work it undertakes.

Involving citizens

The Irish Government has also implemented a number of reforms to better involve citizens and service users in the design, delivery and evaluation of public services.

For example, the sixth in a series of Civil Service Customer Satisfaction Survey was undertaken in 2015. The survey meets commitments outlined in the Public

Service Reform Plan and the Civil Service Renewal Plan to "run regular surveys of Civil Service customers to more fully understand user experiences, expectations and requirements" as well as more general perceptions of, and attitudes to, the Irish Civil Service.

The results, published in May 2015, are generally positive as they indicate that three in four customers are satisfied with the services they received and four out of five say that service levels are mostly meeting or exceeding expectations. Moreover, half of respondents agreed that services provided by the Civil Service have improved over the last five years.[1] While these results are reassuring, further work is necessary to improve how the Civil Service engages and deals with its customers. This is being addressed through the Government's programmes for Public Service Reform and Civil Service Renewal.

In addition, it is planned that a survey of Irish businesses will be conducted in 2016. The aim will be to gauge satisfaction levels in service provision, assess impact of reform initiatives on Irish businesses and identify areas requiring improvement.

Furthermore, the new Public Service ICT Strategy (described above) will create a new model for ICT delivery across the entire public service and enable citizens to engage with the Government via new digital channels. As mentioned previously, the Government's central portal provides access to over 400 services. Helping to ensure service users' needs are being met, this site provides a feedback mechanism for enquiries and encourages suggestions for new services.

Online feedback mechanisms are also provided by Departments/Offices, typically through the web site of a particular service. An example of this is the Department of Social Protection's website, which provides citizens with the opportunity to provide feedback on its online services.[2]

A particular example where citizens engage with local authorities in respect of the delivery of services is fixyourstreet.ie. This is a publicly accessible web site, with associated mobile technologies, where non-emergency issues such as graffiti, road defects, issues with street lighting, water leaks/drainage issues, and litter or illegal dumping can be reported.

Public consultations have also taken place on a range of services. Examples include Open Data Initiatives, proposed Data Sharing legislation, the Regulation of Lobbying Act 2015, Guidance for Public Bodies on the Protected Disclosures Act and the National Clinical Guidelines.

As discussed above, the Open Government Partnership involved citizens and civil society organisations in the design and delivery of the National Action Plan which contains a number of actions around policy and service development.

Innovative policy design for inclusive growth

Key initiatives

Policy design is best supported by utilising a mix of policy instruments. The Irish Government's Policy Statement on Sectoral Economic Regulation, *Regulating for a Better Future* (2013), was developed with a regulatory mix that was designed to be able to cater for a range of sectoral specific issues whilst maintaining a focused and co-ordinated whole of government approach. This Statement aims to provide a

clearer policy and strategic context in which Sectoral Departments can establish and articulate in legislation policy direction. The implementation of the Statement is therefore not designed to be a "*one size fits all"* approach but, instead, builds upon the respective actions of the different line departments.

A key regulatory instrument that has been developed and employed is the Mandate Review System. These mandate reviews must be initiated by Sectoral Departments at least every seven years. They serve to not only continually update the economic regulatory policy of the specific sector but to also to sync in with EU level policy reviews and to reflect the latest market conditions. In this way, mandate reviews are both highly specific to sectors but also a regulatory tool that can more generally be applied and which can aid in a whole of government approach.

A further innovative economic regulatory tool is the requirement to set a hierarchy of objectives in sectoral legislation. This regulatory tool aims to better balance national and sectoral policy objectives in addition to providing for a statutory performance and accountability framework, working in tandem with the mandate reviews. Together, these two regulatory tools were designed to give maximum flexibility to sectoral departments but in a more uniform way that will aid a co-ordinated whole of government approach by allowing co-ordinated and planned development. Ireland believes that the full employment of these two regulatory tools will be essential for successfully meeting the goals set out in the Government's Statement.

Over the last three years the Irish Government's Policy Statement on Sectoral Economic Regulation has worked in conjunction with and aided national priorities around securing the economic recovery; through increased competitiveness and increased levels of employment. In acknowledgment of this work and of the changed situation that Ireland now finds itself in, over the course of 2016 the Government will undertake a formal review of the implementation of the Policy Statement on Economic Regulation at the sectoral levels. This review will take account of lessons learnt and aim to strengthen and further highlight the balance between national level objectives, sectoral priorities and the citizen. It will also review the mechanisms of affecting change at the sectoral level and identify means to improve this process and output. Finally this refined framework will also take account of the different economic environment that Ireland finds itself in now and will be designed build upon this position over the next few years.

Of additional note, all proposals for primary and significant secondary legislation must be subject to a Regulatory Impact Analysis (RIA) to assess the costs, benefits and qualitative impacts of regulatory proposals, and involves consultation with relevant stakeholders including other public bodies. In Ireland, RIAs are used by all Government Departments and Offices and apply to proposals for primary legislation involving changes to the regulatory framework; significant Statutory Instruments; proposals for EU Directives and significant EU Regulations when they are published by the European Commission. Policy Review Groups bringing forward proposals for legislation are also expected to carry out RIAs. Individual Departments have responsibility for conducting and preparing RIAs and the criteria for the development of RIAs are set out comprehensively in the Revised RIA Guidelines (2009).

Using joined up government

The primary rationale for the creation of the Department of Public Expenditure and Reform (D/PER) in 2011 was to integrate expenditure management and reform; drive key cross-cutting reform initiatives; and facilitate and enable reform right across the system. In this regard, many of the initiatives led by the Department are cross-cutting in nature and require/benefit from joined-up Government, e.g., the implementation of the Public Service Plan 2014-2016, the Civil Service Renewal Plan, the Open Data Initiative, the OGP National Action Plan as well as legislation, such as Freedom of Information Act 2014, the Regulation of Lobbying Act 2015 and the Protected Disclosures Act 2014.

For example, the Government published its second Public Service Reform Plan 2014-2016 in January 2014. Delivering Public Service Reform is a complex challenge, not least as it involves around 290 000 staff in hundreds of diverse organisations working together to deliver better services. The role of the Reform and Delivery Office (RDO) in D/PER is to drive, oversee and support the implementation of the plan across all sectors of Government.

A key component of the RDO's work is supporting the development of effective governance models to ensure the successful implementation of reform. This governance model includes the Cabinet Committee on Social Policy and Public Service Reform, chaired by the Taoiseach (Prime Minister), which meets regularly to review progress on the implementation of the Reform Plan and address strategic issues arising. In addition, the relevant Secretaries General are represented on an Advisory Group of Secretaries General on Public Service Reform.

In addition, a Reform and Innovation Network, primarily comprising Assistant Secretaries responsible for leading reform in each Department/Office, meets regularly to oversee and monitor the delivery of Public Service Reform at a strategic level and provide assurance to the D/PER and the Cabinet Committee that Public Service Reform is being successfully delivered.

Moreover, the Public Service Reform Plan 2014-2016 outlines a number of key cross-cutting reform initiatives that require a joined-up approach from across all sectors of the Government. Examples include the roll out of back-office Shared Services across the Public Service; the development of a more integrated approach to debt management across public bodies; and the Office of Government Procurement, which has responsibility for sourcing a large proportion of goods and services on behalf of the Public Service, as well as full responsibility for public procurement policy and procedures.

A Data Sharing and Governance Bill is currently being drafted with a view to providing a general legal framework setting for Public Service Bodies to share data, while respecting the Data Protection Acts by, in particular, specifying transparency and governance measures to be applied. A good example of data sharing between public bodies is between SUSI (Student Universal Support Ireland – the national student grant awarding authority) and the Department of Social Protection, which enables SUSI to receive information directly from the Department, thereby reducing the administrative burden on grant applicants.

The Civil Service Renewal Plan, launched in October 2014, incorporates a new vision and direction for the Civil Service and the creation of a more unified, professional, responsive, open and accountable organisation. The three year action

plan, focused on 25 major actions, is supported by cross-departmental implementation teams led by Secretaries General sponsors and overseen by the Civil Service Management Board where all Heads of Departments and Offices meet monthly for strategic discussions on shared issues and challenges common across all Government Departments and Offices.

As part of the Civil Service Renewal Plan three pathfinder projects have been selected to pilot new models for delivering whole-of-government work and test legislative provisions to support whole-of-government work in the Public Service Management Act 1997. The focus is on developing an innovative working model that addresses practical issues of ownership, accountability and resource allocation in cross-government projects.

Another example of an initiative that required and benefited from a joined up government has been the work on developing the Government's Policy Statement on Sectoral Economic Regulation *"Regulating for a Better Future"* (described above). The Statement from the outset, and subsequently through design, prioritised working in a co-ordinated manner and towards shared goals in order to maximise effectiveness. Regulatory tools were developed that were both sector specific but which also benefitted from being implemented in a co-ordinated manner.

The Department of the Taoiseach was central to the initial crafting of the Government Statement and worked across and with the various Sectoral Departments. The current and ongoing of role the Department of the Taoiseach is to conduct regular reviews of the Statement by co-ordinating with sectoral departments, collecting and analysing information and informing the government itself of developments and current state of policy implementation.

The Department of the Taoiseach also monitors the development of the Statement with respect to the "Action Plan for Jobs" (APJ), which is a cross government initiative to stimulate jobs and growth in the Irish economy. The APJ includes targets and actions for economic regulation and it is updated on a quarterly basis. The Department feeds into the APJ, updating it on the progress of the Statement and inputting into the development of targets for the policy.

The Statement also demonstrates how Ireland is using a whole-of-government approach to policy design. In general, the Statement was developed to provide a clearer policy and strategic context in which sectoral departments can establish and articulate policy directions. Likewise, the use of a central Government Department (the Department of the Taoiseach) as a co-ordinating and reporting body has also been pivotal to maximising co-ordination and maximising a whole of government approach.

More generally, in relation to joined up or whole-of-government approaches, the practice in Ireland is to consult other public bodies and to bring policy proposals to Government for consideration and approval. In this way, buy-in can be achieved as well as a sharing of responsibility for implementation.

Furthermore, the development of Departmental or organisational Statements of Strategy and Business Plans require consideration to be given to the impact of proposals and to the involvement of other stakeholders in implementation.

Engaging with innovative practices

Public Service Reform and innovation have been central elements in the Irish Public Service's response to the economic crisis the country has faced in recent years. Ireland has had to radically reduce the cost of delivering public services, while dealing with increased demands for those services due to the economic downturn and demographic factors. In this context, the Government has developed two far reaching whole-of-Public Service Reform Plans, which include many innovative elements. The most recent Plan, the Public Service Reform Plan 2014 – 2016, published in January 2014, places an emphasis on developing innovative approaches to service delivery and to achieving efficiency savings. This includes a particular focus on digital government, improving customer service, new delivery models and shared services, with an overall aim of improved outcomes for citizens and businesses. The 2015 Annual Progress Report on the Reform Plan outlines progress made in the implementation of innovative initiatives and approaches across the Irish Public Service.

The Reform and Delivery Office (described above), in the Department of Public Expenditure and Reform, oversees and drives the implementation of the Government's Reform Programme. A key component of this work is fostering the development of innovative approaches at organisational level throughout the Irish Public Service. The office provides a number of supports (publications and training programmes) to public bodies to help achieve this.

As part of the overall Reform Plan, each Government Department / Sector is required to develop an annual Integrated Reform Delivery Plan setting out how they will implement the cross-cutting actions from the Reform Plan and their own sector specific actions. It is at this level that many innovative approaches are identified and committed to, particularly in terms of exploiting ICT and the digital delivery of services. A number of public bodies have also developed their own approaches to encourage innovation at organisational level.

As referenced previously, Service Design is an emerging and innovative method for improving public services. In 2015, a number of Irish public bodies took part in a one-day Service Design training workshop. The tools and techniques that were part of the training help improve service provision from the customer perspective by identifying bottlenecks and inefficiencies in the current front facing processes; co-creating with service users to provide true customer value; and developing innovative service solutions to key service issues.

The inaugural Civil Service Excellence and Innovation Awards were held in December 2015. The Awards, which are being implemented under Action 13 of the Civil Service Renewal Plan, recognise and showcase innovations in policy and service delivery across the Civil Service and the ten winning projects were chosen by an external Selection Committee from almost 100 submissions.

Improving the delivery of services for and with citizens

Key initiatives

The Public Service Reform Plan 2014-2016 maintains the emphasis on efficiency and reducing costs of the previous Public Service Reform Plan (2011-2014) and pays particular attention to improving service delivery and achieving better outcomes for

users of public services. It is underpinned by a focus on building the skills in leadership, capability and delivery needed to achieve these aims. Alongside the cross-cutting reforms that generally apply across the Public Service, as set out in the Reform Plan, a broad range of specific reforms are taking place at organisational sectoral level.

The Civil Service Renewal Plan, which is an initiative that is part of the overall Public Service Reform programme, was launched in October 2014 by the Taoiseach and the Minister for Public Expenditure and Reform. The vision of the Renewal Plan is to provide a world-class service to the State and to the people of Ireland.

The Renewal Plan aims to build the capability of the Irish Civil Service so that it can meet the needs and expectations of the Government and the public into the future. More than 2 000 staff and stakeholders contributed to its development, resulting in a vision that all civil servants can all aspire to and a practical plan for how it can be achieved. The three-year plan focusses on driving practical change and action in four areas:

- A Unified Civil Service: managing the Civil Service as a single, unified organisation.
- A Professional Civil Service: maximising the performance and potential of all Civil Service employees and organisations.
- A Responsive Civil Service: changing our culture, structure and processes so that we become more agile, flexible and responsive.
- An Open and Accountable Civil Service: continuously learning and improving by being more open to external ideas, challenge and debate.

The Plan is based on practical and specific actions (25 in total which incorporates 104 sub-actions). In some areas, the actions will develop significantly new approaches to how the Civil Service works. Other actions are about making best practice common practice. All of the actions aim to support a more capable and accountable Civil Service that consistently delivers results for the Government and public it serves.

The need for new skills will be addressed through the establishment of a new shared model for delivering learning and development. The aim of this new model is to enable a high performing workforce by supporting the development of new skills and behaviours, facilitating continuous professional development and ensuring that all staff can access the appropriate mix of training and development opportunities.

Through the introduction of structured and transparent talent management programmes, the Renewal Plan sets out to ensure the Civil Service has a strong culture of leadership, excellence and continuous development in identifying and supporting future leaders at key career stages.

Under the Public Service Reform programme, the Irish Senior Public Service (SPS) was established in 2011 with the aim of strengthening the senior management and leadership capacity of the Public Service and of promoting a more integrated Public Service. The goal is to equip senior public servants with the skills and supports necessary in meeting the key business and leadership challenges facing a modern civil service and to support lasting change at an individual, organisational and civil service level. It was decided that the SPS would be established initially in

the Civil Service at Assistant Secretary/Director and above, with development measures being extended to senior managers in the broader Public Service where possible. The SPS Management Committee, chaired by the Secretary General of the Department of Public Expenditure and Reform and comprising Secretaries General from a number of other Government Departments, oversees the SPS.

Measures that have been progressed to further the aims of the SPS include the design and implementation of robust performance management processes for Secretaries General and Assistant Secretaries (further information below), a review of the competency framework for Assistant Secretaries, the introduction of a successful executive coaching programme, the development of a mobility protocol to support lateral mobility at Assistant Secretary level, provision of networking opportunities and the roll out of training programmes to develop specific skills, e.g. communications courses. Going forward, there will be continued focus on the strengthening of the senior management cohort in line with broader actions being developed for the Civil Service as a whole under the Civil Service Renewal Plan. Measures that will be further progressed include structured talent management programmes to support effective succession planning at senior levels as well as an induction programme for Special Advisors to Ministers.

Building a diverse and inclusive civil service

The recently implemented Civil Service Renewal Plan outlines that, to achieve the vision for the future, the Government needs to recruit regularly, become an employer of choice and set the highest value on the quality and performance of staff at all levels and in all roles. This needs to be supported by a renewed focus on achieving greater equality of opportunity, diversity, and gender equality across the workforce so that over time the Government builds a Civil Service that more closely reflects the society in which it works. This means significantly changing how the Government selects and develops staff and setting new expectations about the levels of performance that will be expected and accepted.

The Government believes that opening up recruitment and promotion processes at all levels is essential. By doing so, the Government will be able to bring in new skills and competencies in critical areas, actively manage the challenges the Civil Service faces as an ageing workforce, ensure that each appointment in the Civil Service draws on the widest possible pool of available talent and to provide more open development opportunities for all staff.

In addition, the Comprehensive Employment Strategy for People with Disabilities 2015-2024, launched in October 2015, commits to an increase of the public service employment target from 3% to 6% of people with disabilities and to consider special public service competitions and alternative recruitment channels for people with disabilities

Open recruitment campaigns have been held for Principal, Assistant Principal, Administrative Officer, Executive Officer and Clerical Officer grades in the Civil Service. This builds on the existing arrangements for open competition at top management levels. Open competitions are underway to fill identified specialist and technical skills gaps. Furthermore, a Civil Service Graduate Development Programme was introduced in 2015 for all newly appointed Administrative Officers and Junior Diplomats. Eighty two staff from 18 organisations participated on the first programme. The programme aims to support new staff in developing and progressing

in the Civil Service by helping them to acquire the skills and knowledge needed to perform effectively in their roles and to respond to the challenges they will face in starting out on a career in the Civil Service. The programme focuses on both professional and personal development. It is a 12 month part-time programme, specifically designed for participants to undertake alongside their full-time employment. The programme blends formal training with on the job learning and seeks to develop a broad range of skills, including project management, policy analysis, negotiation, and leadership.

In addition, the Renewal Plan commits to the introduction of an annual Employee Engagement Survey to involve staff at all levels in ongoing organisational improvement. The first such survey was undertaken in September 2015. More than 15 500 Irish civil servants worldwide responded to the survey and provided their views on areas like employee engagement, well-being, coping with change and commitment to the organisation. The results are positive – overall Employee Engagement is high at 70% and civil servants are highly engaged, competent and resilient employees. This result compares well internationally. The vast majority of staff feel skilful at work, confident in their abilities and that the work they do is important in serving the public and the State. The results also highlight a number of challenges for us as an organisation, for example: leadership, career development and organisational support are areas that require focused attention.

Furthermore, a nationwide programme of Town Hall meetings, led by Secretaries General, with staff at all grades and at various locations is underway with more than 2 000 Civil Service staff participating at these events since the development and publication of the Renewal Plan.

Trust in government

Ireland has recently implemented a number of reform initiatives that address the issue of rebuilding public trust in the Government. Firstly, all vacancies on State Boards (subject to limited and specified exceptions) must be advertised openly on the State Boards portal (www.stateboards.ie), which is operated by the Public Appointments Service. The revised approach sets out comprehensive criteria for the filling of vacancies on State Boards in consultation with key stakeholders, such as the current Chair of the State Board concerned and the Public Appointments Service. The aim is to promote wider access to opportunities on State Boards by establishing detailed and comprehensive criteria for those roles and introducing transparent and rigorous assessment of candidates against these criteria.

Furthermore, the Ombudsman (Amendment) Act, 2012, extends the powers of the Ombudsman and brings a wider range of public bodies within the Ombudsman's remit. The Act aims to improve the quality of, and to increase accountability in, administrative decision-making.

The Houses of the Oireachtas (Inquiries, Privileges and Procedures) Act, 2013 establishes a statutory framework for the conduct of parliamentary inquiries within the current constitutional framework. In addition to providing a framework for inquiries, the Act expands the scope and nature of evidence that civil servants may give to parliamentary committees. These changes will enhance the ability of Parliament to scrutinise decisions taken by Government Ministers. They enable civil servants to assist a committee as much as possible in its work and are in keeping with the spirit of openness, transparency and accountability of public administration. The

first inquiry conducted under the framework of the 2013 Act has taken place; it examined the events surrounding the banking crisis in Ireland.

The Freedom of Information (FOI) Act, 2014 restores the State's FOI regime to the top tier of legal frameworks internationally for facilitating access to official information. It substantially removes the restrictions introduced under the 2003 FOI Act, extends FOI to almost all public bodies, and provides a framework for the extension of FOI to non-public bodies in receipt of significant funding from the Exchequer. The upfront FOI application fee was abolished, accompanied by a significant re-design of the search and retrieval fees regime in place since 1998.

A major initiative to build greater trust in the Irish Government is the consultation paper, "Strengthening Civil Service Accountability and Performance," published in January 2014. The paper examined the accountability commitments in the Programme for Government, reviewed the existing accountability arrangements, and set out options for change. An Independent Panel on Strengthening Civil Service Accountability and Performance was established to review the options set out in the consultation paper. The Panel delivered a number of recommendations to the Minister, which have been incorporated into the Civil Service Renewal Plan.

One of these recommendations was the establishment of an Accountability Board for the Civil Service, chaired by the Taoiseach, with external membership. Following a State Boards recruitment process for external members, the Accountability Board was formally appointed in Q2 2015 and the inaugural meeting of the Board was held in July 2015. The focus of the work of the Accountability Board will be on a limited number of priority items to provide oversight of senior management performance and progress on the delivery of agreed priorities.

Another recommendation is the development of a programme of organisational capability reviews. The objective of this programme, the development of which is provided for in the Civil Service Renewal Plan, is to assess how well Government Departments are equipped to develop and deliver policy and strategies to meet today's delivery objectives and future challenges and to recommend practical actions to improve this on a phased basis.

A further recommendation was to publish "who does what and to whom they are answerable". As part of the implementation of the Civil Service Renewal Plan, whodoeswhat.gov.ie has been developed. This website displays an organisation chart for each Government Departments/Offices showing the name, grade, division, email address and assigned responsibilities of senior management. It is underpinned by the Public Service Management Act 1997 which provides a statutory framework for the assignment of specific functions from the Secretary General/Head of Office to officials within Departments/Offices

The interaction between government and interest groups has also been addressed. The Regulation of Lobbying Act, 2015 is part of a suite of transparency initiatives. It will build trust in Government by opening the extent of lobbying activity to public scrutiny as part of the desirable checks and balances in a democracy. The existence of the register helps to support more balanced stakeholder engagement by shining a light on who is talking to whom. The Act commenced on 1 September 2015 with the first set of returns posted to the online register on 21 January 2016. More than 2 700 returns are now available for viewing, at no charge, by the public at www.lobbying.ie.

Lastly, following a substantial review of Ireland's current Ethics framework, the Public Sector Standards Bill 2015 was published on 23 December 2015 and completed second stage in the Dáil on 20 January 2016. The aim is to support and promote ethical conduct.

Core values of the Civil Service

The Civil Service Renewal Plan outlines the core values of the Irish Civil Service. These are a deep-rooted public service ethos of independence, integrity, impartiality, equality, fairness and respect; a culture of accountability, efficiency and value for money; and the highest standards of professionalism, leadership and rigour.

To help ensure these values are maintained, the Renewal Plan set out six priority actions for delivery in the first 200 days and has achieved these initial goals, as outlined below:

- Established an Accountability Board for the Civil Service
- Created a Civil Service Management Board (CSMB)
- Established the first performance review process for Secretaries General
- Identified available options to strengthen the disciplinary code, in particular to address under-performance
- Extended open recruitment in key areas to fill skills gaps
- Carried out the first Civil Service wide employee engagement survey

For the next phase of 200 days, the CSMB prioritised seven actions for delivery by June 2016, which are all well on target for delivery. The actions are to:

- Implement a Common Governance Standard for the Civil Service
- Strengthen performance management for all staff
- Implement new performance management reviews for Assistant Secretaries and Secretaries General
- Hold the Civil Service Excellence and Innovation Awards to recognise and celebrate success
- Expand career and mobility opportunities for staff
- Implement a new programme of Organisational Capability Reviews
- Improve Civil Service Communications

In specific reference to senior members of the Civil Service, to strengthen the collective leadership of the Civil Service and ensure the Government has the support of a cohesive executive management team to manage the delivery of whole-of-Government priorities and outcomes, a Civil Service Management Board (CSMB), chaired by the Secretary General to the Government, was established. Board Members include all Heads of Government Departments and major Offices totalling 21 members. The Board has been assigned collective responsibility for implementing the Civil Service Renewal Plan. All Members of the Board have been assigned responsibility to lead one or more Renewal Plan actions.

In addition, as mentioned above, new performance management processes have been introduced for senior members of the Civil Service. The first performance review process for Secretaries General has been approved General and the new process rolled out in January 2016. All Secretaries General and equivalents who lead a Government Department or major Civil Service organisation are included in this process. A pilot of the new Assistant Secretary performance management process was completed in late 2015, prior to the rollout to the full Assistant Secretary cohort in January 2016. Seventeen Assistant Secretaries and six Secretaries General from four organisations took part in the pilot. All participants completed a 360 feedback exercise. Objectives were set under four categories: policy, operational, leadership, and collaboration. Feedback from pilot participants was positive and the views expressed helped inform the design of the final process.

A strong emphasis on delivery and implementation was a central pillar of the first Public Service Reform Plan, published in 2011. This involved aligning senior leadership teams around a common plan and set of deliverables. The approach taken included the establishment of a Cabinet Committee on Public Service Reform (now Cabinet Committee on Social Policy and Public Service Reform), sitting at the top of the governance model for reform, and the establishment of the Reform and Delivery Office in the Department of Public Expenditure and Reform to lead and co-ordinate delivery of the Reform Agenda (as described above).

Gender balance in the Civil Service

The Civil Service Renewal Plan specifically commits to a renewed focus on achieving greater equality of opportunity, diversity, and gender equality across the workforce to build a Civil Service that more closely reflects the society in which it works. Action 8 in the Plan specifically commits to "improving *gender balance at each level by reviewing supports and policies to ensure these are impactful and measurable*".

In the Irish Civil Service, the Gender Equality Policy has been in operation since 2001. It contains a number of practical steps, in areas such as recruitment, promotion and training, to promote equality of opportunity in these areas.

In addition, Human Resources Management (HRM) policy areas are asked to incorporate gender equality into their HR strategies and policies. Guidance material has also been produced on affirmative action. The targets contained in the National Women's Strategy 2007-2016 for the percentage of women in the grades of AP and PO in the Civil Service have been well exceeded for both grades.

Targets were set for female representation of 33% at Assistant Principal (AP) level and 27% at Principal level. Both targets have now been exceeded. At end December 2015, the gender breakdown across all Government Departments from Assistant Principal level and upwards was:

Grade	Male	Female	Female in %
Head of Government Department[3]	16	1	6%
Secretary General	24	6	20%
Second Secretary	3	1	25%
Deputy Secretary	16	4	20%
Assistant Secretary	153	70	31%
Principal	810	492	38%
Assistant Principal	1,933	1,722	47%

Recently, the Department of Justice and Equality, with funding from the EU's PROGRESS programme, has launched a pilot mentoring and leadership development programme to increase the number of women in the top decision-making levels of the Civil Service. The pilot is cross-Departmental with female Principal Officers from each of the 16 Departments participating in the programme. The participants are receiving executive coaching, mentoring and leadership development training, which is focused at developing the competencies required at the Assistant Secretary grade.

A training course on "Recognising and Challenging our Unconscious Bias" was designed by the National Women's Council of Ireland to communicate the message of the benefits of greater gender balance at middle and senior management levels for effective decision making and increased productivity. It highlights the potential negative implications of failing to support gender diversity and address unconscious gender bias in recruitment, promotion and retention policies. This training has been piloted and will be rolled out across the Civil Service.

Strengthening accountability through better performance management and evaluation

Key initiatives

In Ireland, the Value for Money and Policy Reviews (VFMPRs) initiative is now a well-established feature of the evaluation landscape in Irish public policy-making. The aim of these reviews is to ensure that the maximum impact of public spending is achieved. By systematically analysing the performance of programmes, these reviews provide evidence to support more informed decisions about priorities between and within programmes.

These reviews are conducted by spending Departments in accordance with requirements set out in the Public Spending Code, the national set of value for money standards for public expenditure which covers both appraisal and evaluation. VFMPRs are usually comprehensive and thorough reports addressing a range of evaluation themes. Recent reforms taken to improve the policy evaluation system, including under the VFMPR initiative, include the following four initiatives:

- First, the Government has decided to supplement VFMPRs with more Focused Policy Assessments (FPAs). These are designed to answer specific issues of policy configuration and delivery. They can be cross cutting issues and/or evaluations of a discrete expenditure programme by reference to one or more evaluation criteria. These policy analysis tools are designed to be completed in a relatively short period of time. The overall aim of the FPAs is to facilitate discussion and debate around public policy issues and to add to the existing knowledge base of policy analysis.
- Second, through Balanced Scorecards, VFMPRs are required to include a standard report on the results of the evaluation. This report enables policy makers to form a common view on how particular programmes rate relative to other programmes by outlining a set of standard criteria common to all evaluations e.g. quality of programme design.
- Third, steps have also been taken to support and build additional evaluative capacity in the Irish Civil Service. Established in 2012, the Irish Government

Economic and Evaluation Service (IGEES) is an integrated cross-Government service to enhance the role of economics and value for money analysis in policy making. The purpose of IGEES is to be a professional economic and evaluation service that will provide high standards of economic and policy analysis to assist the Government decision-making process. Within IGEES, each Department has the opportunity to establish or build the capacity of its own expert economics/evaluation unit in order to support a sustainable evaluation system.

- Last, the new programme of expenditure evaluations (VFMPRs and FPAs) will shortly be launched on the IGEES website following Cabinet decision. This will also include the development of a dedicated resource section on the IGEES website, which provides background material on the VFM initiative, a repository of previous reviews and regular updates on the progress of ongoing reviews.

Strengthening performance management

The Irish Government has introduced performance management reforms under the Performance Budgeting Initiative. This initiative will assist in assessing whether public expenditure has delivered worthwhile results and how effectively and efficiently Departments and their managers are operating in terms of delivering upon public service objectives. Under this initiative, the annual Book of Estimates has been reformatted to provide the following key information needed by decision-makers, and by those who scrutinise public policy:

- Financial and Human Resource Inputs: The amount of money going to each spending area is laid out, more clearly and succinctly than under the old system. In this way, areas of relative efficiency and inefficiency can be identified.
- Outputs and Public Service Activities: The tasks and work-steps that transform financial inputs into services are spelled out. Every Department should be able to list clearly key outputs that the public is "buying", alongside the amount of money they are "spending". It will be up to each department to explain, in its parallel Statement of Strategy document, the rationale for how these outputs influence the outcomes or impacts which are being targeted.
- Context and Impact Indicators: The impacts or outcomes that public policy is aiming to influence – health outcomes, public safety, standards of literacy and higher education, energy sustainability, social inclusion and so on – will also be set out clearly in the Estimates documentation. While some of these measures are not directly or fully controlled by Government – for example, a whole variety of social and economic factors have a bearing upon labour market participation and competitiveness – it is important that the public and the Oireachtas have a clear sense of the broad "direction of travel" to see whether progress is being made. By their nature, the impact indicators should be retrospective – forward-looking targets are more relevant for outputs, at least in the context of the annual Estimates material.

Another reform measure is the **Ireland Stat** project, a new whole-of-Government performance measurement system designed to measure success in delivering on the Government's goals. The Ireland Stat website now presents performance information for 51 Programmes across 14 Ministerial Vote Groups, including Transport, Social Protection and Education. The Vote Groups included on the website account for approximately half of Gross Voted Expenditure. There are almost 1 490 metrics with

about 440 metrics describing trends in what has been achieved and some 1 050 metrics describing trends in what actions have been taken.

At the level of the individual, the Public Service Reform Plan and Civil Service Renewal Plan includes a focus on the strengthening of performance culture through the continuous improvement of performance management systems.

Identifying what works

As discussed previously, the Irish Government reviews programmes to determine their value for money. To share the knowledge from these reviews, the VFMPRs and FPAs are required to be published, either on the IGEES or Departmental websites, in order to disseminate findings about the successes and failures of public expenditure programmes. This complements the range of policy papers and departmental reports published as part of regular Spending Reviews.

In addition to the VFMPR initiative, there is also a wide range of other sectoral evaluations completed and published by government departments and agencies, consultants, public economic research bodies and audit institutions such as the Local Government Audit Services and the Office of the Comptroller and Auditor General.

Moreover, IGEES facilitates the sharing of expertise and good practice among Civil Service economists and evaluators. IGEES units act as support units for policy makers in their departments, which facilitates a wider sharing of lessons learned within the broader policy system. In addition, an IGEES Network has been put in place to allow for an exchange of ideas and best practice between IGEES and the economic and evaluation community in the Public Service. IGEES also builds links with external academics and policy experts to discuss their work.

As well, performance measurement initiatives, such as the Performance Budgeting Initiative and Ireland Stat, provide policy makers and the public with at-a-glance information regarding what public service outcomes are being delivered with public funds.

Experimentation and piloting

The Irish Government has utilised policy and programme experimentation or piloting across a range of policy areas. For example, the Service Reform Fund established by the Department of Health and Atlantic Philanthropies (described above) allocates some funding to support the development of capability and capacity for both service users and staff, the initiation of research and evaluation with a specific focus on outcomes and the development of an advocacy framework. Demonstrating sustainability will be a key part of the process at every stage. To accomplish this, the Fund incorporates two key elements:

- Transition funding to enable projects to commence, including some funding allocated by competition.
- A reform dividend, which will be achieved as services transition to new models and the resources tied up in the traditional centre-based and group-delivered models are released and recycled.

In addition, the Area Based Childhood (ABC) Programme (described above) is built upon the previous Prevention and Early Intervention Programme (PEIP) for children from disadvantaged backgrounds. The PEIP was, in effect, a pilot

programme for the ABC programme and involved programme interventions in three project sites in Dublin. The lessons learnt from the PEIP – both positive and negative - provided a starting- point for the new ABC programme. Some, but not all, of the individual programmes and processes developed under the PEIP have continued. The ABC programme has been scaled up to now include 13 areas, including the 3 areas that were piloted under the PEIP. The challenge now is to move from a programmatic or geographic-specific initiatives to ensure that the learning from these trial initiatives is harnessed and mainstreamed across the five National Outcomes (as outlined in Better Outcomes, Brighter Futures: the National Policy Framework for Children and Young People 2014-2020), the respective policy domains and constituent sectors and services working for children and young people.

As discussed above, to achieve this, the Department of Children and Youth Affairs is currently developing a Quality and Capacity Building Initiative (QCBI) Adopting such a systems focused approach should be more impactful and sustainable in reach and scope. For prevention and early intervention to be a key focus from policy through to provision and practice, four key components have been identified to ensure this. These key components aim to align data; harness evidence; enhance implementation through coaching and development; and embed prevention and early intervention approaches through a quality framework. The QCBI will ensure that key groups working with children, young people and families know what works, how it works and will provide an evidence supported approach to apply to this work.

The Public Spending Code requires appraisal of current expenditure, as well as capital. New current spending proposals that will cost more than EUR 20 million over five years should be piloted before full-scale introduction. This should help formalise existing good practice in this area. The results of the pilot should be evaluated before the decision to proceed with implementation of the spending proposal and should not be case-making.

Notes

1 For more information, see: http://www.per.gov.ie/en/civil-service-customer-satisfaction-survey-2015a/.

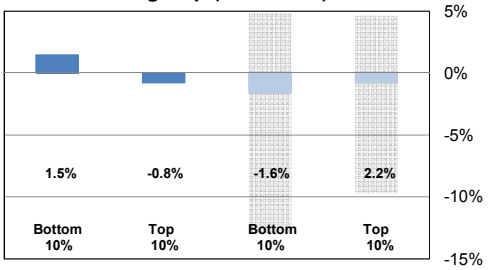
2 See example of the website comment form at: www.welfare.ie/en/Pages/secure/WebsiteCommentCard.aspx.

3 Head of Departments is a sub-set of the SG equivalents.

Israel

ISRAEL: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

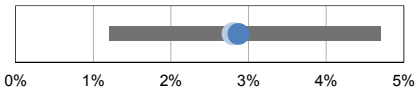
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

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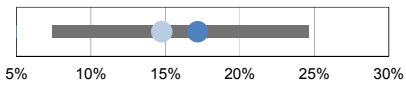
Out of pocket expenditures as a % of final household consumption



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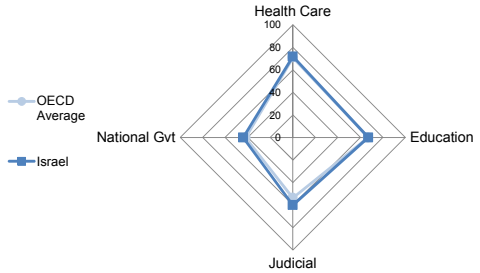


Source: OECD, PISA 2012 results: Excellence through equity, 2013

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

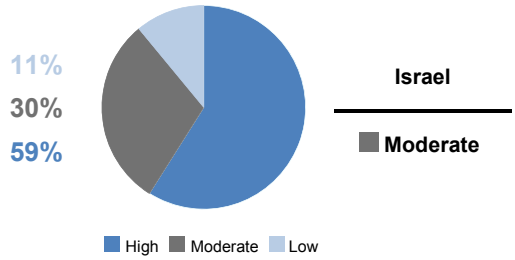
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

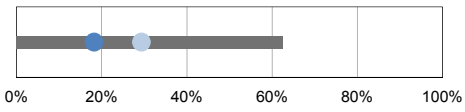
Level of influence of the Centre of Government over line ministries (2013)



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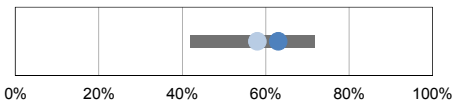
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

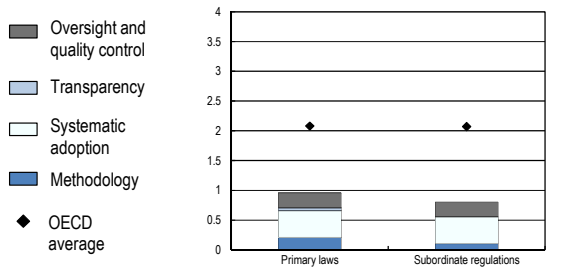
Public sector employment filled by women (2013)



Source: Israeli Central Bureau of Statistics

ENGAGING CITIZENS AND BUSINESSES

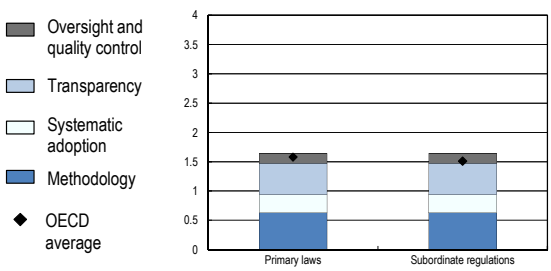
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

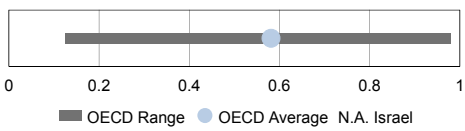
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

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Source: 2014 OECD Survey on Open Government Data

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Engaging with citizens and businesses for more inclusive policies and services

In the past year, the Israeli government has led an extensive public engagement process as part of the effort to create a national plan for a better integration of Israelis of Ethiopian origin in society. The engagement process was held through a variety of platforms, such as meetings with citizens in neighbourhoods and roundtables led by different ministries involving social organisations, experts and citizens. All policy documents that followed the engagement process were uploaded to an Internet platform for the public to review and comment. Through this platform, 22 000 people viewed the documents and 1 500 comments were received.

This scale of public engagement is one of the largest that has been initiated in Israel and its influence on policy products is of great value. Specifically, the process has helped to shape the main guidelines of the national plan, which include a gradual elimination of separated social programmes, meaning that all social needs will be addressed in an integrative way and not through custom programmes for each community, unless there is a language barrier. Another guideline concerns the need to increase the representation of Israelis of Ethiopian origin across all levels of the public administration. Public engagement had also brought up the different needs, wills and opinions in the Israeli Ethiopian community, in a way that enables policy planning to be more accurate and comprehensive.

Innovative policy design for inclusive growth

In the past decades, the use of outsourcing as a significant policy instrument when providing public service has increased greatly. In Israel, about one third of the government procurement resources are dedicated to service delivery in social fields by both private-sector firms as well as non-profitable organisations. This extensive use of outsourcing has led to growing criticism in the past years, which has led the government to examine its policy regarding the provision of social services.

In order to examine alternatives and improvements to the current situation, the government used the platform of the Multi-sector Roundtable. The Roundtable is a platform led by the Israeli Prime Minister's Office, consisting of representatives from the government, the private sector and the civil society. The government has decided to appoint the government representatives of the Roundtable as a team that will form recommendations for improving social services design. The team also held consultations with the other representatives of the roundtable. The insights from this consulting process include: the understanding of the need to create measurable outcomes for social services, the need to consult providers and beneficiaries in the procurement processes as well as to create longer contracts in order to enable stability while strengthening the inspection tools.

The Multi Sector Roundtable had a significant role in shaping a few other major policy acts in the past three years. For example, regarding the issue of social businesses, the roundtable discussions had led to the creation of an economic incentive, activated by the Ministry of Economy and Industry, to social businesses that employ vulnerable populations. In addition, a special fund has been established by the National Economic Council and the Government Procurement Administration, in order to encourage social businesses. Another topic that has been discussed in the roundtable concerned young adults at risk. In this field, the discussions of the roundtable led to the enlargement and development of a variety housing solutions for

these vulnerable youngsters. Also, the discussions were followed by a government decision regarding the establishment of a joint venture that would promote employment for young adults at risk. The process of establishing the joint venture is in action these days.

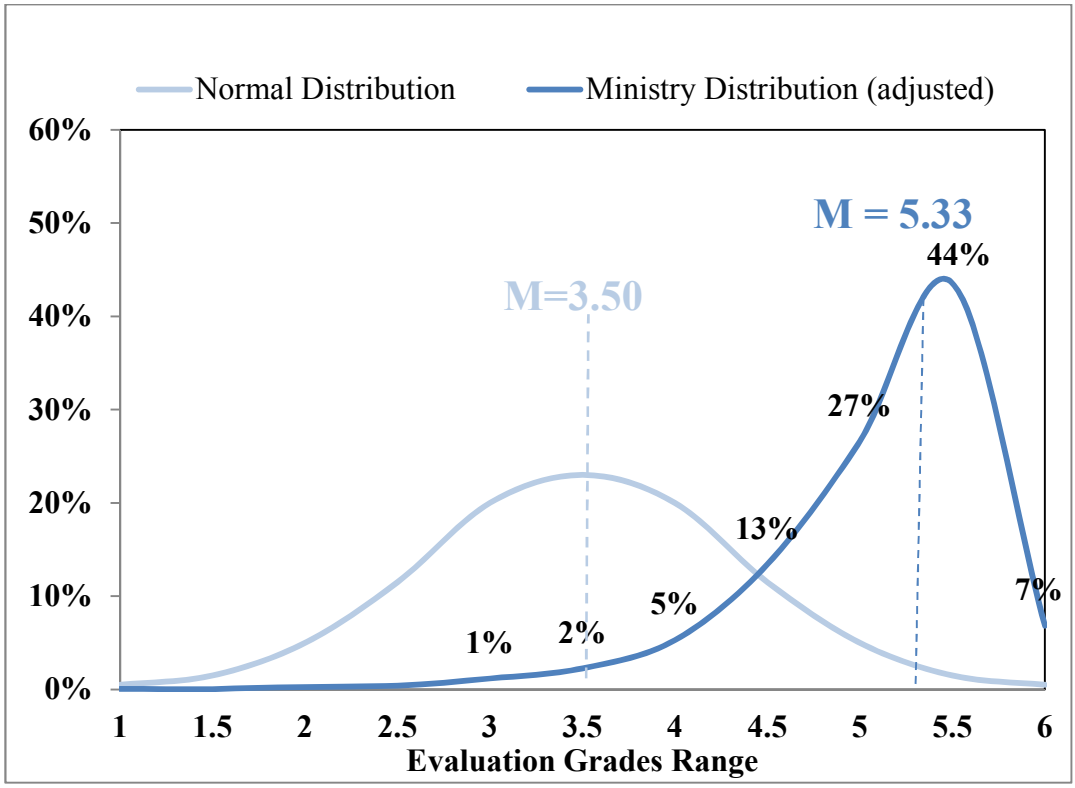
Improving the delivery of services for and with citizens

Starting in 2013, a new reform in the Israeli civil service has been initiated with the goal to improve the human capital and its management. Two of the main pillars in this reform include the implementation of a differential employee evaluation and a rotation of the senior staff in the civil service. The implementation of the reform is led by the HR Reform Implementation Unit in the Civil Service Commission.

As for employee evaluation, Israel recognises the importance of annual evaluation and feedback to increase motivation and performance. However, data from 2011 showed that 44% of employees in the civil service are not evaluated annually and, among those who are evaluated, the average grade is 9.62 of 11 – indicating that the annual evaluation is a weak and unreliable system that does not achieve its goals broadly. Therefore, a two-pillar reform is being implemented to, first, change annual evaluations to become performance-based and differential and, second, implement senior staff rotations.

First, regarding employee evaluations, one third of the annual objectives set for an employee by their manager must be related to operational objectives taken from the annual working plan of the ministry. This is to obtain higher commitment of the employee towards the organization's goals. A differential employees' evaluation is obtained by, first, connecting the evaluation to absolute indicators and, second, by enforcing a new rule, according to which 15% of the employees would get an excellent grade, 70% would get an average grade and 15% would get a low grade. In this way, the distribution of evaluation grades is getting closer to a normal distribution – as shown in Figure 1.

Figure 1. The distribution of evaluation grades in a central ministry

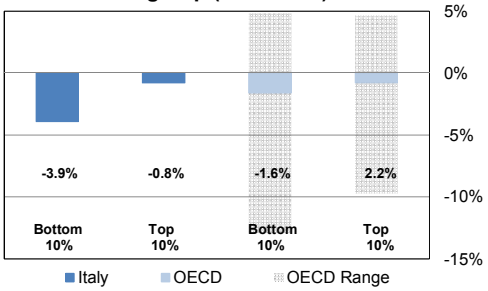


The second pillar of the reform concerns creating a rotation among the senior staff positions in the civil service in order to promote greater mobility, better performances and excellence in management. Therefore, all new senior staff employees would be obligated to stay in position for at least four years but no more than eight years, with the standard term being six years. The Commission of the Civil Service is the one responsible for finding the best match for the senior employee's next appointment, as it is expected that every senior manager will be appointed for at least three different senior positions until their retirement.

Italy

ITALY: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

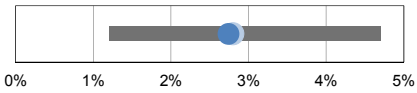
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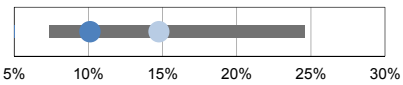
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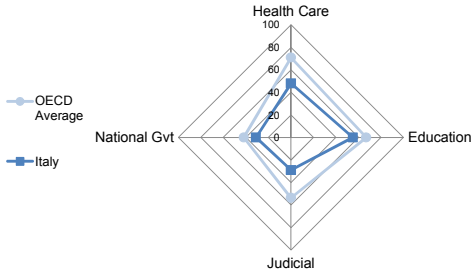


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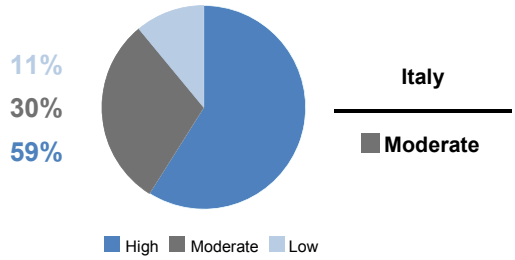
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

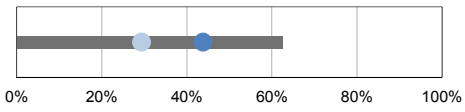
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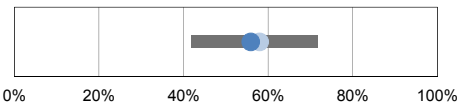
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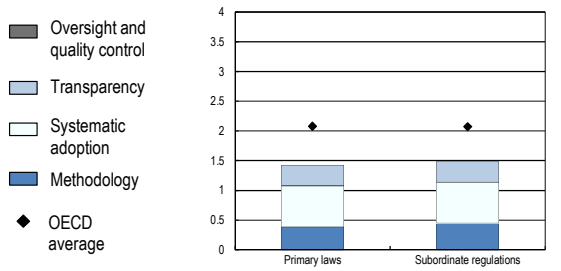
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

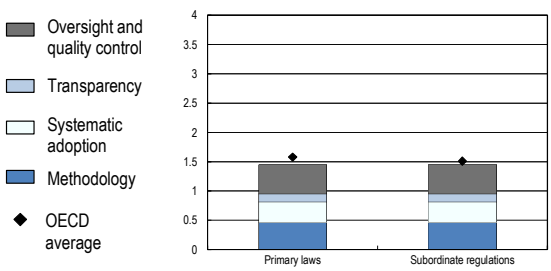
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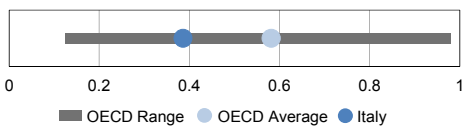
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Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

Since 2014, the Italian Government has adopted a number of relevant measures, both legislative and non-legislative, aimed at modernising the public administration. For example, the recent Delegation to the Government for Public Administrations' Re-Organisation Law ("Delegation Law", no. 124 of 7 August 2015), among other, contains provisions to improve the implementation of open government policies. These provisions are at the core of the Charter of Digital Citizenship, which aims to promote and develop digital citizenship rights for citizens and businesses, such as web-based participation in public decision making, more direct control on public administrations (open data), together with improved access to digital services in line with the need to speed up the implementation of the Digital Agenda for Europe.

Active involvement of citizens through the use of ICT will be facilitated by removing all barriers that currently limit the full exercise of digital rights. This includes fostering inclusiveness measures on digital literacy and reducing the digital divide by developing basic skills. The delegation Law also introduces the Freedom of Information Act, making sure that all citizens have free access to data and documents held by public administrations.

Moreover, Italy became a member of the Open Government Partnership (OGP) in 2011[1] and is currently implementing its second OGP National Action Plan, which includes measures to foster the implementation of effective participation practices among public administrations. By June 2016, the partecipa.gov.it portal will be re-launched so to become a web reference for citizens to gather information on public consultations run by government and have easy access to these consultations. Guidelines for the effective use of digital tools to engage citizens and stakeholders were developed to assist the Public Administration in carrying out effective consultations.

The use of online citizen and business consultation activities regarding administrative simplification processes have greatly increased in the last few years. In October 2013, a major online consultation – Le 100 Procedure più complicate da semplificare ("100 Procedure to Simplify") was launched jointly by the central, regional and local governments along with the most relevant business associations. Ending in January 2014, the consultation aimed to identify the most burdensome administrative procedures as perceived by citizens and business. The consultation gathered input from more than 2 000 comments from users, which were then used to compile a list of the "top ten" most burdensome regulations. Both citizens and businesses identified taxes and construction as the areas where regulation is most burdensome. Entrepreneurs also highlighted areas like running a business, public procurement and safety at work, while citizens pointed at procedures regarding healthcare, people with special needs, labour and social security.

The results of the consultation set the stage for the launch of simplification measures that address with the issues proposed by citizens and business. First, a number of "fast-track" simplification measures were implemented to provide immediate relief from administrative burdens. Then, a coherent set of measures were included in the Simplification Agenda 2015-2017, which was launched at the end of 2014. The agenda includes several actions aimed at reducing costs and waiting times

for business and citizens in five strategic sectors: digital citizenship, health and welfare, taxation, construction and business.

The Italian Government recognises that transparency and communication are crucial factors for the success of the simplification measures. In order to ensure accountability and participation, the Government developed italiasemplice.gov.it, a dedicated website that acts as a platform for accountability and participatory decision making. By publishing targets, deadlines of current initiatives and providing timely periodic accounts of the results, the website draws a clear framework of accountability enabling users to assess the state of Agenda's implementation.

The website also opens channels for the public to get involved in decision making with regard to administrative simplification by providing:

- Information on the Agenda's objectives, activities and results.
- Regular updates on the implementation progress for each simplification measure to increase transparency.
- Opportunities for users' to participate by sending comments and proposals for simplification. Specifically, users can continually identify the most burdensome administrative procedures and proposals for their simplification. As well, users can provide their feedback on the simplification measures addressed by the Agenda by identifying shortcomings and best practices.
- Regular reports are posted that highlight the users' contributions to the Agenda's implementation.

Furthermore, the Agenda partners with businesses through regular meetings with business associations, which allows them to voice their concern and to discuss possible solutions for simplification.

The Government also uses online consultations to engage citizens regarding policy reforms or to improve public services. For example, prior to the development of the Delegation Law, the Government released a 44-point public administration reform under three guidelines: human resources, efficiency and the reorganisation of the Public Administration.

The consultation started with an open letter to all civil servants and citizens by the Prime Minister and the Minister for Simplification and Public Administration, which explained the rationale behind the reform and its design. From there, citizens and businesses could comment on the reform through the dedicated email rivoluzione@governo.it. Nearly 40 000 emails were received, which allowed the Government to draft a better reform bill that was more in line with the comments and proposals made during the consultation. Text mining tools were used to analyse the high number of emails. Through the use of specific techniques and statistical algorithms, experts were able to classify messages according to their level of relevance according to the 44 points of the reform.

Citizens were also engaged in a process to reform the Italian education system. To begin the reform process, a public consultation was launched by the Government to improve, integrate and strengthen the education reform bill in order to better design the future education service. The consultation contained a participation agreement where the Government explained the reasons for the consultation and the way in which results were going to be analysed, specifying that the consultation is "a

project of co-operation, of sharing, of openness towards the constructive contribution of those who have an interest in achieving the best possible result". As a result of the process, the reform bill ("la buona scuola" – the good school) became Law in 2015.

The consultation, which ran from September to November 2014, included both an online questionnaire and a nationwide discussion through the online sharing of the results of debates between education professionals and practitioners together with students that were held in schools and at the local level. A kit for offline consultation was made available through download. Furthermore, contributions to the consultation came through thematic discussions to collect good practices and practical proposals. The consultation platform had thematic areas for this purpose, where participants could mention ideas, proposals, ongoing pilot projects and comment on proposals already posted by other users.

Last, the Strategy for Digital Growth 2014-2020 was developed as the main innovation strategy for Italy. The strategy used both a co-creation approach and relied on local best practices to outline National plans and standards. The strategy document, presented in March 2015, is the result of a 30-day online and offline participatory consultation process that took place between November 2014 and December 2014. The consultation involved public and private stakeholders as well as many citizens and civic associations. During the consultation, 587 comments from 83 different users were combined with 50 written proposals submitted to the Agency for Digital Italy (AGID) and used to develop the Strategy.[2]

Innovative policy design for inclusive growth

Key initiatives

The Italian Government utilised a mix of policy instruments to design the Simplification Agenda 2015-2017 (described above). This included the use of regulation, consultation of citizens and relevant stakeholders, multilevel planning and monitoring of measures, the use of transparency and digitalisation.

This agenda is a priority for Italy as, according to the Doing Business Index 2016, Italy still ranks 24th among the 28 EU Countries examined by the World Bank. This is because an "implementation gap" exists with current simplification measures. That is, many laws have been adopted over the last few years but they have remained on paper without being effectively implemented, particularly at the regional and local level. To address this implementation gap, the Agenda uses an innovative approach which does not rely only on legally-binding regulations but integrates the simplification measures within a framework for multi-level co-ordination. The new approach rests on premise that, given the complexities of multilevel regulatory management, success on regulatory reform requires broad consensus across levels of government to ensure that political commitments are translated throughout the public sector.

For the first time in Italy, the state, regional and local governments assumed a common commitment to implement the Agenda in November 2014, which was later endorsed by the Council of Ministers in December 2014. Then, a committee was set up within the Unified Conference (state, regions and local authorities) with the task of steering implementation as well as monitoring its progress. The committee consists of representatives of the national government (Ministry for Simplification

and Public Administration and the Ministry for Regional Affairs), regional government and local authorities.

Further, a Technical Table (Tavolo tecnico per la Semplificazione) made up of representatives of the different levels of government is in charge of co-ordinating the implementation of the Agenda so as to preserve policy coherence. It organises its activities through thematic workshops, checking the progress of implementation and acting as platform for peer learning where benchmarking and best practices are shared. These are crucial methodological tools that accompanying the reforms to build capacity for regulatory management.

Resulting from closer co-operation between different levels of government, the activities included in the Simplification Agenda are proceeding according to the planned schedule as about 90% of the planned deadlines have been met as of 15 March 2016. Among these activities, the screening of all procedures regulating business, which has been conducted in close collaboration with the business associations, constituted an essential effort to identify the barriers to be removed and the most effective tools for simplifications. This was later introduced in the Delegation Law and subsequent implementing draft legislative decrees. The implementation of the Agenda is also supported by the measurement of time and cost to start up a business, which is expected to deliver findings in 2016.

In addition, several significant results have already been achieved that have a direct impact on businesses and citizens. The results in major areas achieved so far are:

- Taxation: The first testing of the pre-compiled tax return for employees and retirees ended successfully. Out of 20 442 683 tax returns prepared by the Italian Revenue Agency, 19 million of "730" were submitted online through intermediaries or by individuals on their own, corresponding to about 93% of the total amount.
- Construction: The simplification and standardisation of forms for all construction procedures was completed according to the deadlines set in the Agenda. It is significant that all ordinary Statute Regions adopted the new forms for the "Comunicazione di inizio attività", CIL, and "Comunicazione asseverata di inizio attività", CILA. To date, the new forms have been adopted in about 58% of major municipalities. The monitoring will continue until full adoption is achieved in all municipalities. Progress has been also made with regard to the implementation of the standard construction permit (*Regolamento edilizio unico*), which was introduced to put an end to the fragmentation of existing regulation across municipalities. As a result, 42 requirements have been standardised and made binding for all municipalities.
- Business: The simplification and standardisations of forms has been launched.
- Environment: A decree introduced the "Autorizzazione Unica Ambientale", AUA, a unified and simplified form replacing up to seven different forms.

Significant simplification measures were included in the recent Delegation Law (discussed above), some immediately implemented and some implemented by three draft legislative decrees that were approved by the Council of Ministers in January 2016. The three decrees recently approved are dedicated to the reform of the Conference of Services, to simplification and faster administrative procedures and to

the regulation regarding the SCIA (certified announcement on the commencement of an activity).

First, the "Conferenza dei servizi" or Conference of Services, established in the 1990s to simplify particularly complex administrative procedures, was reformed to reduce the amount of time needed to complete administrative processes. As well, legislation was enacted that reduced the circumstances where the "Conferenza" is mandatory and reduced the amount of time needed for calling the meeting. Furthermore, by encouraging the use of IT tools for decision making and introducing a single representative for central administrations, it is assumed that an administration that does not submit its opinion by the deadline agrees with the decision made. A draft decree approved in January 2106 by the Council of Ministers will regulate this matter.

Second, according to the principle of silence-is-consent, a reply to a request for consent, agreement or authorisation has to be provided within 30 days. If this does not happen, a positive opinion is taken for granted. In case of conflicts between state administrations, the decision is made by the Prime Minister, prior to a resolution of the Council of Ministers. The same rule also applies after 90 days for opinions and authorisations from administrations responsible for environmental, landscape and cultural heritage and health protection. These measures are immediately implemented.

Third, regarding simplification and faster administrative procedures, a regulation was developed with the involvement of the Regions and local authorities that identifies which administrative procedures need to be simplified and sped up to support economic growth. The regulation seeks to cut up to 50% of bureaucratic procedures required for the establishment of major production sites, public works and business activities. A draft decree approved in January 2106 by the Council of Ministers will regulate this matter.

Fourth, regarding the SCIA (certified announcement on the commencement of an activity) and silence-is-consent between private entities, the procedures which require a SCIA are clearly identified, as well as those requiring a specific authorisation and those for which the silence-is-consent rule applies. A draft decree approved in January 2106 by the Council of Ministers will regulate this matter.

Furthermore, regarding public self-remedy (autotutela), the administration has 60 days to use public self-remedy in case of SCIA (30 days for SCIA in the construction sector). Subsequently, it can use public self-remedy within the following 18 months maximum when the proceeding is unlawful. The time limit does not apply if public self-remedy follows a criminal act determined with a sentence which has obtained the force of "res judicata". These measures have been implemented already.

Over the next years, initiatives included in the Simplification Agenda will be mainly devoted to sustain the implementation of the measures introduced by the Delegation Law and it's implementing Legislative Decrees.

Improving co-ordination in government

At the national level, the Delegation Law also introduces measures to reorganise State administration and facilitate joined up government. These are aimed at a simpler administration where decision making is faster and organisational procedures

are more streamlined, eliminating duplications of functions and rationalising spending.

The main measures aimed at facilitating joined-up government include:

- Strengthening the Prime Minister's Office's function of co-ordinating and evaluating public policies and reconsidering the organisation of Ministries to achieve greater organisational flexibility, which eliminates duplications among Ministries, independent authorities and arm-length entities.
- Establishing single points of contact between the State government's local offices and citizens by reviewing the networks of Prefectures and transforming them into Territorial State Offices, with the consequent rationalisation of logistical resources and the management of the related support services.

Furthermore, to promote a whole of government approach to regulatory practices, the Delegation Law reformed the Conference of Services, which was established in the early 1990s to simplify particularly complex administrative procedures (such as authorisation, license, permits etc.) and require the validation of different public administrations representing diverse public interests. It is a core mechanism aimed at simplifying procedures as well as aggregating different interests so as to ensure co-ordination among concerned institutions. As mentioned above, the recent Delegation Law streamlined forms of representation and co-ordination among public administration in order to make the Conference more effective by accelerating the validation process.

As well, Italy has a consolidated practice aimed at promoting a whole-of-government approach on specific policies or issues and involving different levels of government, consisting of agreements between the national, regional and local governments.

Public sector innovation

Italian innovation policies are focused on digitalisation and have been traditionally focused on digitalising processes rather than using digital resources as a lever for transforming economy and society. For example, the Digital Agenda (described above) is an opportunity for radical transformation to achieve the major objectives of growth, employment, quality of life, democratic regeneration across the country. As a result digital innovation becomes a public investment that immediately translates into a structural reform of the country.

The digitalisation process is, by definition, cross-sectional. Specifically, the Strategy for Digital Growth 2014-2020 integrates what has been with what is being done both in the public and private sectors. The Strategy was drafted following a wide consultation process (described above) conducted online and offline for one month in 2014, involving public and private stakeholders, citizens and civic associations. The Strategy is a new recipe which aims at modernising and fostering the digital development of Italian citizens and businesses, using public sector modernisation actions as a lever. Concretely, the strategy focuses on:

- Co-ordinating all digital transformation actions and launching a centralisation process for planning and public spending in this field.
- Adhering to the Digital First principle, by switching off the way public services are traditionally accessed.

- Disseminating the digital culture and the development of digital skills among businesses and citizens.
- Modernising public administration starting from processes, getting rid of the approach based on technical rules and guidelines and focusing on users' needs and experiences.
- Utilising an architectural approach based on open standards ensuring accessibility and full interoperability of data and services.
- Creating solutions aimed at encouraging cost cutting and better quality of services, including remuneration mechanisms which encourage suppliers to find increasingly innovative forms for service delivery and consumption.

The strategy includes the implementation of acceleration programmes, which are key to ensuring the greatest impact on economy and society and foster the dissemination of the digital culture.

The Public Service for Digital Identity (SPID) will guarantee safe access to all digital services of public administrations to citizens and businesses. The system is also designed to be used by private service providers and has a high usability rating, including being accessible by mobile. The system will serve as the unique key of access to all digital services, which allows for a significant simplification of access to digital services. The Government expects that SPID will be able to increase citizens' take up of online services.

The National Registry of the Resident Population (ANPR) is a centralised database, which gradually replaces over 8 057 Municipal Registers and the Register of Italian Citizens Living Abroad to overcome the existing fragmentation. This project is key to allow further innovations linked to citizens' identity and their relationship with public administrations, including:

- The Digital Domicile
- The Anagrafe Nazionale degli Assistiti (ANA) – the National Register of Citizens in the Health Care System
- The Fascicolo Sanitario Elettronico (FSE) – e-Medical files
- The permanent census

The establishment of the ANPR will follow different phases and will see the involvement of AGID (the government agency overseeing the implementation of the Digital Agenda) of the Ministry of the Interior and the Association of Italian Municipalities (ANCI).

The ultimate goal of the Italian Digital Strategy is to increase the number of digital services available for citizens and businesses while improving the customer experience related to them. To support this goal, AGID has been working both on the front-end and the back-end. The AFID has been improving the Public System of Connectivity (i.e. the Italian interoperability framework) to better define and set the rules of the Informative System of public administration. This leads to an easier interfacing of different public system with the aim to develop, share, integrate and spread the public ICT assets and to connect the processes of different public entities through their ICT systems.

Furthermore, AGID published a set of common guidelines for Public Administrations websites to create a common framework, which then allows individual public administration websites to be compliant with the Italia-Login project. The project will be a platform where citizens can use their profile to access more online services including e-payments, following the principle of "only once" access.

Improving the delivery of services for and with citizens

Key initiatives

Based on the recent Delegation Law (described above), the Italian Government is introducing new measures to strengthen the civil service to deliver better services. Namely, innovating human resource management is key to achieving the reform's goals of having a more efficient, responsive, and open public administration. Innovations in this reform include: reviewing the staff planning system in order to make sure public administration can be provided with the critical skills they need, innovating recruitment by centralising competitive examinations and changing selections methods and reviewing the staff assessment system so that it can better reward good performance. Enhancing integrity and transparency are further areas of the current reform aiming at strengthening the civil service in Italy.

As well, the values of soundness and impartiality of public administration are enshrined in the Italian Constitution and Italy has built a full system of regulations and institutions to better fighting corruption. The recently adopted reform law has further strengthened the powers of the National Anticorruption Authority, (ANAC).

Moreover, the reform is aimed at fostering open data and transparency in public administrations. Transparency helps cutting costs, improves the quality of services, and ensures social control as a deterrent against corruption. Transparency obligations for public administrations are redefined, including information about public contracts, average waiting time in the health sector, timely payments to businesses and assessment results. Furthermore, transparency is enhanced via the use of databases to make the action of public administration accountable and the enactment of the Freedom of Information Act (FOIA) principles. Sanctions will be imposed for administrations that do not grant full access to information.

In the field of transparency, the Government, since 2014, launched two important initiatives to boost the release and use of understandable open data, carried out by the Agency for Digital Italy (AGID) inside the Prime Minister's Office. Two priority datasets are SoldiPubblici and OpenExpo. SoldiPubblici is a web platform to monitor and analyse expenditures of public institutions at national, regional and local levels of government. Furthermore, this open dataset provides greater transparency and easier access to information on how public money is spent through a graphic representation of data and their processing and all material is released in open data format. Open Expo is an initiative aiming at making all data related to the 2015 Universal Exposition of Milan available, including: progress of works, financial flows, purchases and payments. Datasets are released by means of open and standardised formats.

In addition, the open data portal OpenCoesione.gov.it provides citizens with detailed information on spending of the cohesion funds, a fund established to help less developed regions. The portal covers over 940 000 projects with a value of

nearly EUR 100 billion. The portal encourages social accountability and more effective spending of public money.

Building a diverse civil service

At the national level, some of the measures recently adopted to innovate human resource management in the Civil Service are also aimed at building a more inclusive civil service, particularly in regards to disabled people, women, and young generations. These measures include: adopting plans to encourage the employment and integration of disabled people into public administrations and establishing a national board for their inclusion in the workplace as well as promoting generational handover by favouring part-time employment of the older civil servants.

At a broader level, the recent Delegation Law gives the senior civil service a major role to play in allowing public administrations and public services to improve performance and effectiveness. This will be obtained mainly through the creation of a "labour market" for senior civil servants that will allow them to apply online to any vacant position in any public administration. This will enhance the performance assessment system and allow for the assignment of job positions based on professional capabilities and merit. To support this, Italy will develop a Single Register of Senior Civil Servants from central government, regions and local authorities with periodical competitive examinations and fast stream programmes to recruit senior civil servants, with the National School for Administration playing a role in the programme. The duration of job assignments, will be limited to four years through a one-time renewable structure for two years. Performance assessment itself will play a greater role on the career senior civil servants and transparency will also play a greater role as far as post assignment and performance assessment are concerned.

As far as the participation of women in public life is concerned, Italy is in a good shape with the share of women parliamentarians and ministers which is above the OECD average and increasing. The share of women parliamentarians in Italy went from less than 10% in 2002, to 31% in 2015, compared to the OECD average of 27.8% in 2015. The share of women Ministers has also increased significantly, moving from about 8% in 2005, to about 44% in 2015, compared to the OECD average of 29% in 2015.

This is also the result of policies that have been directed to foster active participation of women in politics and decision-making positions. Since a law on gender quotas came into force in 2011, major results were achieved with a significant increase of the presence of women both in boards of publicly listed companies and in State-owned enterprises. The percentage of women appointed by State-owned companies that re-elected by their governing bodies (Board of Directors and Board of Auditors) following the enactment of the Law on gender quotas and the relevant enabling legislation is 24.6%. On the contrary, in companies that have not yet re-appointed the members of their governing bodies, the percentage of women is still 13.9%, with relevant disparities among regions.3

As far as the civil service is concerned, the Delegation Law (described above) also includes measures for improving work-life balance and family-friendly work organisation measures, such as set annual goals for the implementation of telework. Moreover, it is envisaged that performance management systems will identify

specific indicators to monitor the implementation of organisational measures adopted in the field of work-life balance and their impact on the quality of services delivered.

Strengthening accountability through better performance management and evaluation

Key initiatives

The current government is fully aware of the need of improving policy evaluation and developing a more co-ordinated evaluation system as an integral part of the Public Administration modernisation effort. The recent Delegation Law (described above) introduced provisions aimed at strengthening the Prime Minister's Office's function of co-ordinating and evaluating public policies.

The Office for the Programme of Government of the Prime Minister's Office's supports the Prime Minister in encouraging and co-ordinating the implementation of Government action. This Unit has been strengthened through the years, especially during the mandate of the current government. To achieve its objectives, the Office constantly monitors and assesses the state of implementation of the Government Programme and public policies, from both the regulatory and administrative point of view, allowing the political authority to have a constantly updated overview of the actual state of implementation, and the achievement of planned objectives. Moreover, when the outcome of the monitoring exercise shows difficulties, the Office interacts with the relevant Administrations offering support and encouragement.

Accountability with the Federal Public Administration is being further strengthened by a review of the performance management system introduced in 2009 (by Legislative Decree 150/2009). The review is being conducted to overcome a number of problems experienced during its initial implementation. The government is currently in the process of simplifying requirements, previously set for public administrations, to reduce complexity and increase effectiveness. The reform will also integrate the performance cycle with budgeting cycle, better link performance management with the internal controls systems and improving reliability of performance assessment by increasing independence and professionalism of the bodies in charge. Some of the provisions in the recent Delegation Law will further enhance this review process.

Programme piloting

Piloting is a key instrument that the Government is using for the implementation of the digital agenda. Specifically, two of the strategic projects being developed based on a piloting approach are the Public Service of Digital Identity (SPID) and the National Registry of the Resident Population (ANPR).

The SPID is a pivotal programmed that will make citizens fully connected with public administrations, services and networks. During development, a prototype pilot phase was conducted to fully understand the operational implication of the new service. The pilot involved 11 administrations acting as "service providers" and 3 entities acting as "identity providers". Based on the pilot phase, the accreditation process of identity providers started on September 15. As a result of the pilot process, when the first accredited "identity provider" becomes operational there will be more than 300 services online to be accessed with SPID. By 2017, all government entities must make their online services accessible only through SPID.

As well, the deployment of the ANPR will involve all municipal governments in 2016-2017 and its full implementation is based on a pilot phase, divided in two steps. 26 Municipalities were selected based on their size (different sizes of city governments are included in the pilot) and the software applications in use to manage population data. The first step ended in December 2015, when the registers of the first two pilot municipalities were migrated onto the ANPR resident population registers. The second step is in progress; those municipalities who remain are going to migrate in 2017. The aim is to assess any issues and adopt the relevant solutions before all municipalities are migrated onto the new database.

Notes

1 For more information, see: www.opengovpartnership.org/countries/italy.

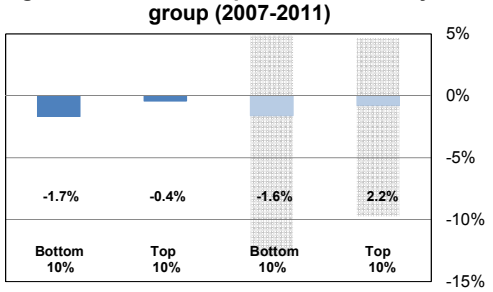
2 For further information on the consultation, please visit www.agid.gov.it/agenda-digitale/agenda-digitale-italiana/crescita-digitale-banda-ultralarga-consultazioni-pubbliche.

3 This is the situation in September 2015, according to the Department for Equal Opportunities, which has launched the ProRetePA project by creating a database of women's CVs that Public Administrations can browse through to find the most suitable professional profiles for board positions in state-owned companies and agencies.

Japan

JAPAN: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

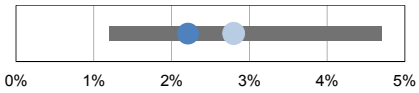
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

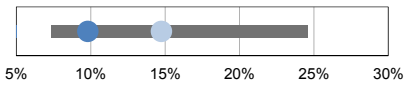
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



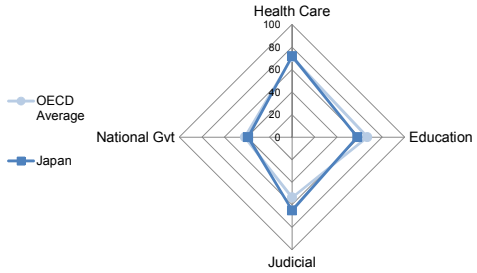
Source: OECD, PISA 2012 results: Excellence through equity, 2013



SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

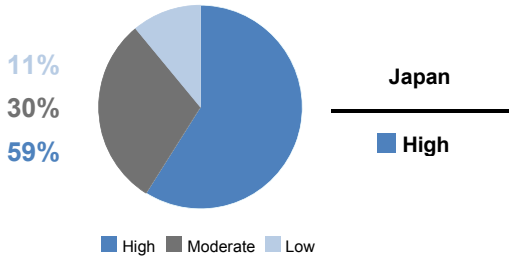
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

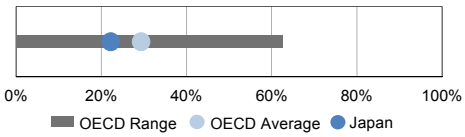
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

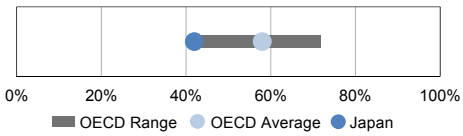
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

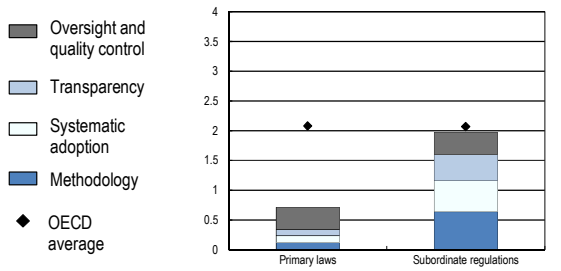
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

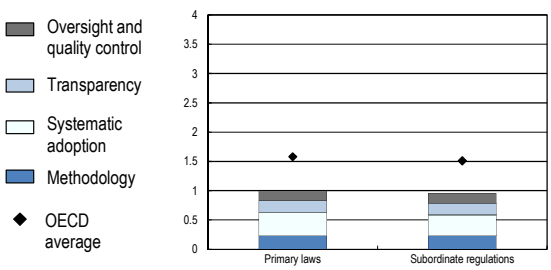
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

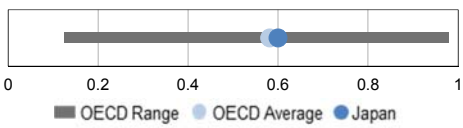
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

The Japanese Government regularly consults with citizens. Each year, an online survey on government policy is conducted. The survey obtained 600 responses from citizens and released the results online for the public to view. In addition, starting last year, the Cabinet Public Relations Secretary consults with about 20 citizens selected from the respondents of the survey to facilitate a candid and direct discussion between the officials and the citizens.

In 2006, Japan started taking public comments for drafts of cabinet and ministerial ordinances in accordance with the Administrative Procedure Act (APA) in order to increase transparency in policymaking. As part of the consultation process, the Government is legally obligated to publish the results of public comments on e-Gov, the main portal for the government. In March 2015, the Ministry of Internal Affairs and Communications (MIC) reformed the consultation system, making the following improvements:

- First, in principle, the results of the Public Comment Procedures （PCP） will be publically released on the same day as or before any enactment of Administrative Orders.
- Second, enough of a period of time to consider submitted comments in ministries and agencies is set.
- Third, the content of the public notices following consultation posted to e-Gov is improved.

In addition, beginning in 2016, Japan will also start to actively disclose information held by administrative offices in accordance with the Act on Access to Information Held by Administrative Organs (AAIHAO).

In order to improve the quality and efficiency of public service by utilising the inventive ideas and approaches of the private companies, the Japanese Government promotes public-private/private-private competitive tendering as established by the "Public Service Reform Act". Thus far, the government has introduced the public-private/private-private competitive tendering to 347 government-owned projects, which has resulted in JPY 21.7 billion in cost savings in total.

Digital governance

Recently, the Japanese government has continued efforts to transmit information and accept public opinion using social networks, such as Facebook or Twitter. For example, the Prime Minister issues statements on Japanese economic policies in English via LinkedIn, posting every weekday on Facebook with the account of Government of Japan (1.39 million followers), and making announcements to citizens asking for videos or images via the LINE account of Prime Minister’s Office of Japan. Moreover, many ministries have increased their efforts to include the public via social media, including the Ministry of Internal Affairs and Communications, Ministry of Finance, and Ministry of Economy, Trade and Industry, have increased.

In addition, social media was recently used to launch a major government programme. Launched in October 2015, the new Social Security and Tax Number

System (nicknamed "My Number") will provide each resident a 12-digit individual number to be used for administrative purposes related to social security, taxation and disaster response beginning in January 2016. Private businesses are also provided with Individual Numbers. The goal of these Individual Numbers is to design a social infrastructure system that will improve administrative efficiency, enhance public convenience and realise a fairer and more just society. When the programme was being implemented, the government involved citizens through setting up a special website and using Twitter.

Most of the procedures frequently used by the citizens and private companies are available online, such as registration, payment of national tax, etc. Additionally, in order to promote the use of Open Data, the data catalogue site data.go.jp is being currently improved. Also, a system through which people can submit opinions, requests and suggestions on e-Gov is being established.

To promote the use of the Internet for administrative procedures, such as applications and notifications from citizens and companies, Japan has enlisted citizens and experts (i.e. judicial clerk, social insurance consultant, etc.) to work as "e-Government promoters". They gather public opinions and requests from citizens to improve the design and delivery of online public service.

In addition, information and communication technologies (ICTs) are being used to involve citizens and service users in the design, delivery and evaluation of public services. For instance, the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) implemented 27 national route developments with public involvement. The Ministry used ICTs to actively provided information to citizens and stakeholders from the early stages of planning and communicated with them regularly. Information about public involvement can be found in a newsletter distributed to wayside or the home page of the regional representative office. Anyone can participate and express their opinions in the briefings, which are in an open house format.

Local governments also involve citizens through the use of ICT. The City of Chiba is collaborating with citizens to improve their service delivery and social challenges.[1] This initiative seeks to find reasonable and efficient solution by allowing citizens and city officers to share social issues electronically, such as reporting troubles like damaged road or broken playground equipment from smartphone.

Similarly, in connection with the hosting of the Tokyo Olympics and Paralympic, the Tokyo Organising Committee of the Olympic and Paralympic Games have presented three concepts. They aimed for the 2020 Tokyo Olympics to become the opportunity for people all over the world to acknowledge the great value of diversity and unity, and develop an inclusive society. This is considered to be one of the three concepts. Various ICTs will be used, including free Wi-Fi, 4K and 8K televisions, multi-language voice translation systems, digital signage, among others.

Japan also includes citizens in the evaluation and improvement of government. The Administrative Evaluation Bureau (AEB) of the Ministry of Internal Affairs and Communications (MIC) receives complaints from citizens and seeks to resolve them through their Administrative Counselling Service. The main office and 50 local offices utilise a network of 5 000 Administrative Counsellors, private citizens who work as unpaid volunteers, to process the complaints. The AEB and Administrative

Counsellors receive on average 170 000 complaints per year from citizens nationwide and offer the mediation necessary for their resolution.

Of those complaints, some may require changes to the existing rules or operations of administration or involve complex administrative issues. To solve these issues, complaints are brought to the Administrative Grievance Resolution Promotion Council (AGRPC). In the AGRPC, knowledgeable and experienced experts, including scholars or lawyers, discuss what the government can do to solve the complaints and give their views to the MIC.

If the issue at stake is complicated, and when it is considered appropriate, the AEB conducts nationwide surveys to inspect the policies and administrative procedures of the government, clarifies specific issues and agendas and offers formal recommendations for improvement to other ministries.

The Japanese Administrative Counselling system is a unique system in which the Administrative Counsellors, who are private citizens, convey the public's voices to improve government services. It is internationally recognised that the AEB, the Administrative Counsellors and the AGRPCs function together as the ombudsman in Japan. Concretely, Japan identifies three recent examples of improvements achieved through the Administrative Counselling system.

First, during the 2005 Population Census survey, recurring complaints were received regarding the Census takers' ID cards. In addition, there were other cases of fraud attempt to obtain personal information as individuals pretended to be census takers who worked for the government. Subsequently, the AEB conducted an inspection survey on 41 formats of identification documents for government employees engaged in statistical survey including census takers, 496 of formats for on-site inspectors and 6 sets of rules for identification of government-commissioned counsellors and advisors. As a result, the AEB recommended improvements on what should be shown in the identification cards/documents, and in a follow-up survey after a year and a half confirmed the improvements. For example, ID formats for on-site inspectors with photos increased from 55% to 75.6%, and those with employees' birthdates increased from 63.7% to 82.3%.

Second, after receiving recurring complaints on poorly maintained Automated External Defibrillators (AEDs), the AEB conducted a survey on how AEDs are actually installed and collected experts' views at the AGRPC hosted by Minister for Internal Affairs and Communications. As a result, the MIC asked the Ministry of Health, Labour and Welfare (MHLW) to:

1. Consider preparing guidelines on facilities and sites where AED instalments are desirable and informing local governments of the guidelines.
2. Analyse the cause of inappropriate maintenance of the AEDs and take necessary measures to make AED installers properly maintain the equipment.
3. Request the AED installers to register instalment information to the foundation which conducts research on emergency medication and procedures.

The MIC also asked the Fire and Disaster Management Agency (FDMA) to request local prefectural governments to utilise instalment information regarding the proper use of AEDs at fire departments and to promote citizens' awareness on first-aid knowledge, including the use of AEDs by general citizens. Both the MHLW and

the FDMA have implemented the improvement measures, and today, the location of AEDs can be easily searched using PCs and smartphone apps.

Third, in Japan, Supreme Court judges are reviewed by citizens through national referendums. This review of the Supreme Court judges is held on the same day as the general election for the House of Representatives. Although early votes are possible for both of these, the early vote periods differ: 7 days for the popular review and more than 11 days for the general election (the election date is publicly announced at least 12 days prior, and the early votes can be cast from the next day). As a result, those who cast early votes more than 8 days prior for the general election cannot cast their votes for the popular review unless they go to the voting places again on later dates. Receiving complaints on this discrepancy, the AEB mediated for improvements to the Election Department of the Local Administration Bureau of the MIC.

The Election Department has reviewed this issue in a study group of experts, and is making effort to solve this discrepancy as soon as possible, including preparation of a revision bill draft.

Innovative policy design for inclusive growth

Key initiatives

The Japanese Government has recently implemented new policies that will utilise joined up government to achieve their intended goals. On November 2014, the National Diet enacted the Cybersecurity Basic Act, which established the Cybersecurity Strategic Headquarters. The new Headquarters has the authority to, among other things, formulate the national cybersecurity strategy as well as conduct cybersecurity policy evaluation and cybersecurity audit. With this new authority, the Headquarters benefits from joined up government to effectively co-ordinate government agencies to formulate national cybersecurity policy.

In addition, a whole of government approach is used under the Government Policy Evaluation Act, which requires a Regulatory Impact Analysis (RIA) before establishing, revising, and abolishing regulations under acts and cabinet orders. When conducting RIA, administrations are required to analyse the cost and benefit relationship of regulations and comparison with possible alternatives to provide information useful for accurate consideration of policy adoption as well as to provide accountability to the public.

Public sector innovation

Under the direction of Prime Minister Shinzo Abe, Japan has accelerated the drastic development of ICTs and business process engineering in both national and local governments. The goal is to share the improvement of quality and the diversification of our public services using ICTs with all citizens and businesses, promote the use of those services, and develop an environment conducive to economic growth through creating new industries.

To implement these innovation initiatives, the Strategic Headquarters for the Promotion of an Advanced Information and Telecommunications Network Society（IT Strategic Headquarters）was tasked with establishing Japan's IT

strategy. The IT Strategic Headquarters is a Centre of Government institutions, who's Director-General is the Prime Minister and other members are ministers.

Furthermore, under the Ministers' Council on e-Government, a working group for adopting IT and Business Process Re-engineering (BPR) to the operations of the central and local governments was set up. The head of the working group is the Government Chief Information Office (CIO) and the other members are directors from various ministries. In June 2015, the working group's report recommended the following policies:

- Online service reform by using individual number and personal ID.
- Adoption of IT and BPR to the central government.
- Promotion of a local government cloud and adoption of BPR to the local government.

On the topic of engaging in administrative reforms, in 2015 the MIC issued the "Policies on Efforts to Reform Administrative Programs" as a decision by the Minister of Internal Affairs and Communications. Through this policy, the MIC will not only engage in reviewing work with a focus on streamlining administration (e.g. by transferring work to private enterprises or local governments, optimising work and systems using ICT, and promoting the use of the internet, etc.), but also autonomous and continuous reforms, including the improvement of work processes and office environments to improve the quality of administration.

Concretely, Japan has identified four measures for e-government. First, the Government established the "Roadmap" for Renovating Government Information Systems Japan listed up all the government information systems. Based on the result of that and the Declaration to be the World's Most Advanced IT Nation, Japan plans to reduce the systems in half by FY2018.Japan established and published the plan as The "Roadmap" for renovating government information systems to share the consolidation process with ministries as well as to reveal the process to citizen and businesses, and cut the costs.

Second, Japan is consolidating computer platforms, beginning with the creation of the "Government Shared Platform" (GSP) in 2013, which integrates and consolidates government information systems, which were originally constructed, operated and managed separately. The GSP seeks to reduce the total cost of operating the system and to strengthen the security of information. Based on the "Roadmap" for Renovating Government Information Systems, Japan will gradually integrate and consolidate government information systems. 300 information systems will be migrated to the GSP by FY2021.

In addition, realising that administrative organs use about 15 000 networks, the Japanese Government established the Reorganisation Policy of Government Common Networks in 2014. This policy will address the following challenges:

- Consolidating and operating the network more efficiently.
- Securing the stability and bandwidth of communications reasonably.
- Strengthening information security.
- Communalising the services which are the bases of duties beyond ministerial frameworks.
- Expanding usage environment

By early 2016, the government will create the basic plan for the new Common Network.

Third, in 2014, Japan started the operation of the Official Information System Total Management Database (ODB) to share information related to IT-investment, the IT system and strengthen IT governance. Each ministry contributes to the information management system by confirming past IT investments, investment in the life cycle of similar systems and operations, and by usage of central security software.

In 2014, under an initiative created by the Government CIO, Japan also created a consolidated IT Dashboard to keep citizens and businesses abreast of:

- Ministries' consolidation of information system
- Ministries' progress of reviewing the consolidation
- Ministries' investments

Fourth, in 2015, Japan introduced the Online Survey for Population Census to all the households for the first time. This online survey helped the government to efficiently obtain exact statistics, reduced burden for people and improved convenience. Japan also developed an application, which enabled citizens to respond by smartphones.

The results of the Preliminary Counts of the 2015 Population Census show that the total population of Japan as of 1 October 1 2015 was 127.11 million (53.40 million households). Of which, 19.72 million households (36.9%) responded online, and out of these households, 6.79 million households (12.7% of all the households) responded by smartphone.

Improving the delivery of services for and with citizens

Key initiatives

Japan has investing in several policies to improve the ability of the civil service to delivery policies. First, regarding the above reforms to reform the Public Administration, Japan has proposed an approach that allows Administrative Vice Ministers to designate Chief Innovation Officers (CIO) in charge of the reform, to encourage and support this movement.

In 2013, Japan established by law the position of Government Chief Information Officer (CIO) to strengthen leadership and co-ordination of ICT policy. The government of Japan worked together to promote ICT policy by eliminating the vertical division of government ministries and agencies and taking cross-divisional and inter-disciplinary measures. Additionally, Japan appoints an Executive Adviser for CIO and uses his/her technical knowledge to promote electronic government to deal with the private sector. The Administrative Management Bureau in the MIC also appoints a technical adviser to support the Executive Advisor for the CIO. Moreover, the MIC revises the annual policy based on the progress of ICT and operational reform in ministries.

Japan also works on making administrations more available and more interactive by realising online administrative procedures to improve convenience of public service. These reforms are based on the utilisation of ICT in administrative areas, releasing information on the process of administration and creating a system to

assemble citizens' requests or expectations with public comment procedures. These reforms enhance the transparency of public administration.

Furthermore, as discussed previously, both the IT Strategic Headquarters and the Ministers' Council on e-Government working group seek to implement IT and Business Process Re-Engineering reforms to strengthen the civil service, both nationally and locally.

To improve administrative efficiency, enhance public convenience and realise a fairer and more just society, Japanese government adopted the Social Security and Tax Number System in 2015 (described above). Each resident was notified of his or her own Individual Number ("My Number"), beginning in October 2015. Central and local governments will use the Individual Numbers to efficiently manage information by tying them to personal information they have on individuals in the areas of social security administration, taxation, and disaster response. Additionally, governments will allow people to see how information containing in their Individual Number is exchanged by setting up the Disclosure System of Personal Information Co-operation Record.

The Social Security and Tax Number System will enhance public convenience and reduce the cost of administrative services. The system, for example, will enable people to receive copies of their resident record or other certificates from early morning to late at night (6:00-23:00, including Saturdays, Sundays and holidays) at 24/7 convenience stores.

From now on, making full use of the Social Security and Tax Number System, the Japanese government is planning an approach where one-stop e-government services are available from any mobile.

The efforts mentioned above will be implemented and produce successful results in the near future, and the Government believes they will have a positive effect on the confidence in government.

Gender balance

Japan recognises that the greatest challenge it is facing comes from their declining population, brought about by an aging society and falling birth rate. The view the Northern European countries as a model, having been successful at reconciling economic growth and rising birth rates under the banner of active participation by women. The Japanese Government views it as necessary to review the working style of Japanese people from the bottom up to promote women's active participation. Leading by showing examples for the reform, Japan's Reform Office has been making efforts to encourage teleworking and implementing a free-address system in public offices to encourage innovation in the working style of civil servants.

More broadly, Japan's economic policy called "Abenomics" or "Womenomics," named after its Prime Minister Shinzo Abe, emphasises more active participation by women in the society. Most importantly, the Japanese Government will encourage a corporate culture that values working efficiently within a limited number of hours. Both men and women should make highly productive jobs naturally compatible with their daily lives. Husbands will also be actively encouraged to take childcare leave and couples will share responsibility for household chores and child rearing. Japan seeks to make this the ordinary practice in society.

Since the introduction of Womenomics, some one million women have newly entered the labour market, while the number of female executives at listed companies has nearly doubled since 2012. Japan intends to make the 21st century a century with no human rights violations against women.

In order to realise this kind of society, the government itself will more proactively value and support companies working to provide a sound work-life balance. To be precise, Japan's Revitalisation Strategy (Growth Strategy) 2015 encourages operational reforms and ICTs to promote economic growth by creating a public administration that is both convenient and beneficial for citizens. Moreover, in Basic Policy on Economic and Fiscal Management and Reform 2015, it is stated that "the government will take thorough cybersecurity measures to secure the public's trust in the government's efforts toward wider use of ICT". Meanwhile, the government will utilise the My Number system as a breakthrough to promote the diffusion of ICTs and reforms of operation.

Based on this, the MIC created the Policies on Efforts to Reform Administrative Programs in 2015 to reform the operation of the public service, not only in terms of streamlining the administration but also in terms of improving its quality. Working with private sector partners who have knowledge about reforming operational structures, the Government has worked on autonomous and continuous reforms, including those of work processes and office environments, to improve the quality of administration.

Such administrative reforms of operation and the adoption of ICT have been regarded as productive movements to contribute to support female public servants and to promote work-life balance at the national level. Moreover, the Cabinet Office issued new guidelines for public procurement and subsidy for women's active participation in August 2014. Through these new guidelines, the Government will more proactively value and support companies working to provide a sound work-life balance.

Regarding employment in the public sector, the Principle of Equal Treatment contained within the National Public Service Act and Local Public Service Act ensure that national and local public service employees are appointed based on competency- and performance-based personnel management regardless of sex.

At the central government level, Japan created the Promotion Council for the Activities of Female Employees and Work-Life Balance. Beginning in 2014, this council is composed of Administrative Vice-ministers from all government ministries and work to formulate initiatives regarding the promotion of the activities of female employees and work-life balance.

At the local government level, the MIC promotes the improvement of the environment for female employees of the Local Public Service through:

- Developing institutions (e.g. childcare leave).
- Requesting the improvement of the environment for female employees in various conferences.
- Introducing advanced practices in local public bodies.
- Improving the managerial candidate promotion seminar for female employees in the Local Autonomy College.

Strengthening accountability through better performance management and evaluation

Key initiatives

In Japan, each ministry conducts performance evaluation by measuring the attainment of its major 500 programme goals. In December 2013, the Japanese government formulated the "Guidelines for Performance Evaluation" to enhance the use of the results of performance evaluation for policy and budget reviews and the accountability to the public.

Since 2014, under the Guidelines, each ministry shows its programme progress according to a five-grade government-wide measurement, which enables each ministry to confirm how well the programme has produced outcomes. Also, each ministry carries out detailed analysis, such as detailing the reason why it could not fully achieve its goals. For example, in promoting barrier-free universal designs, the Cabinet Office created a public relations and education campaign with the goal of making the word "barrier-free" recognised by everyone. However, the actual recognition rate remained at 91.3%, not achieving the goal. The Cabinet Office analysed that one of the causes for the underachievement was inadequate public relations and education to people less than 30 years of age; because the recognition rate for the age group was less than 90%. Consequently, the Cabinet Office decided to carry out public relations and education activities to this group by using social networks.

Also, in April 2015, the Policy Evaluation Council was set up under the Ministry of Internal Affairs and Communications, strengthening the Council's structure to discuss policy evaluation carried out by the government. With the goal of improving the quality of policy evaluation, the Council has begun discussions on the method of creating goals and logic models associated with evaluations.

To ensure the objective and rigorous implementation of policy evaluation, the Administrative Evaluation Bureau (AEB) of the MIC reviews the policy evaluation carried out by ministries, identifies measures that need to be improved (such as re-evaluation), and publicises the reports and status of response by ministries. The AEB also implements policy evaluation on policies that involve two or more ministries and that is difficult to be evaluated by those ministries themselves and, subsequently, proposes measures for improvement.

The MIC also prepares and submits to the National Diet an annual report on the status of policy evaluation carried out by ministries and on how the results of evaluation have been reflected in policy planning and development process. Also, on the "Portal Site for Policy Evaluation" the MIC aggregates publicised results of policy evaluation carried out by ministries.

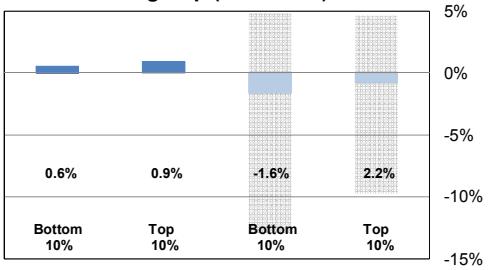
Notes

1 The final report is called the Chiba Civic Collaboration Report, or "Chiba-Repo".

Korea

KOREA: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

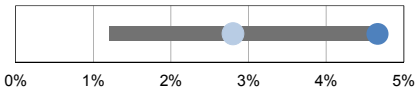
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

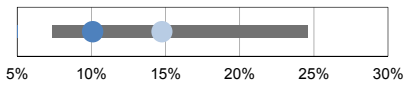
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background

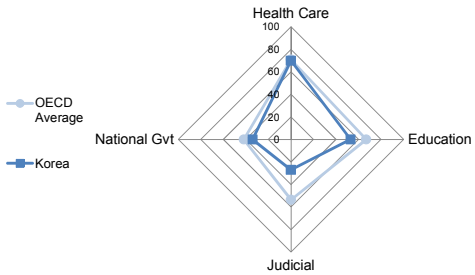


Source: OECD, PISA 2012 results: Excellence through equity, 2013

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

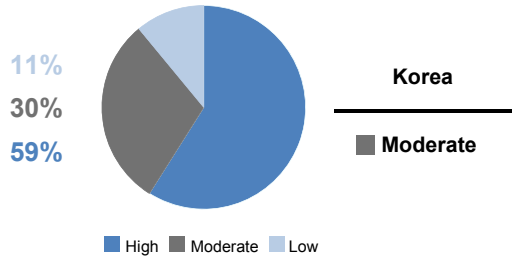
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

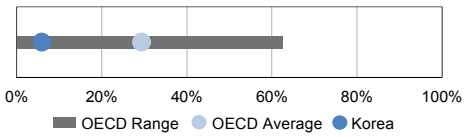
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

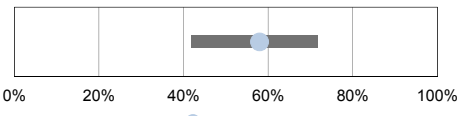
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

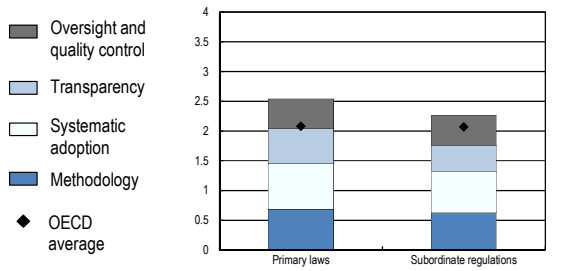
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

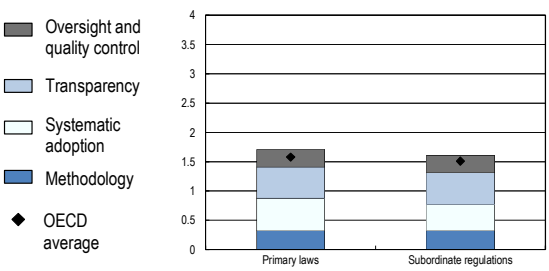
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

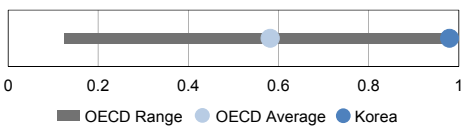
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

The Government of the Republic of Korea has continued to work on strengthening its legal and institutional foundation to foster participatory decision-making. For example, in March 2015, the Government revised the Administrative Procedure Act, which serves as the framework act concerning civic participation. The revision of the Act established a legal foundation for web- and mobile-based policy debates, taking into consideration the emerging communication channels (web or smartphones) which are characterised by their nature of two-way and real-time communication. Web- and mobile-based policy debates were adopted during the previous administration (between 2003 and 2007), but they did not have any legal foundation back then.

In addition, in July 2015, the regulations governing the public policy proposal system, where citizens can propose policy solutions, were amended. Before the regulations were amended, those proposals that were not selected by the Government were abandoned.[1] Now, the abandoned proposals have a second chance after they are improved by debates and surveys as well as feedback from the general public and a group of experts.

Also, all the proposals, either selected or abandoned, are maintained for a certain period. Those selected are kept for three years versus two years for those abandoned. If the Government decides to reconsider any abandoned proposal due to changing policy environments, it will inform the proposer of the decision and review the abandoned proposal again with the possibility of selecting it. Not only does this change let the Government better keep track of policy proposals, but it also enhanced the right of proposers.

Furthermore, in the first half of 2015, a mobile application called the "Community Participation App" was demonstrated in a few municipalities and districts. This app was developed to help citizens participate in making policy decisions that affect their daily life in their municipalities or districts. To participate, they can simply download the app and voice their opinions anytime and anywhere at their convenience. At the moment, efforts are underway to use this app for actual policy decisions. Given the high percentage of smartphone users in Korea (90% of the entire population), the Government believes that it is appropriate to use mobile apps to foster participatory decision-making.

In an effort to engage more citizens in the policy design process, the Government of the Republic of Korea decided to launch a pilot project to form Civic Participatory Service Design Teams, whose members include the general public. The teams are organised to let citizens participate in the design process for certain public policies or services.

The Civic Participatory Service Design Teams are composed of citizens (as customers), civil servants (as service providers), and experts. They play a role to design a new government policy or public service and improve any existing policy or service. For each policy task, conducted either by a central government agency or local government, about seven members assemble to form one team and work for about three to four months in various forms such as field studies, literature reviews, and brainstorming sessions.

Furthermore, Civic Participatory Service Design Teams use service design methodologies to conduct a research. Service design is well known as a tool to develop innovative services. Before service design methodologies were adopted, the Government struggled to understand what citizens actually needed. Rounds of interviews, surveys, and discussions only ended up with fragmentary and superficial results. Unlike other methodologies, service design involves methodologies to closely observe customer experience, behaviour, psychology and even surrounding environments in order to discover the hidden needs of customers. Developed countries, such as the United States and the United Kingdom, also use service design methodologies in designing public policies or services.

In 2014, 19 central government agencies and 12 municipal or provincial governments piloted a service design programme with the Civic Participatory Service Design Teams, which produced satisfactory policy proposals that met the needs of the people. This pilot programme was significant in that citizens themselves served not as passive customers but as active participants in designing a public policy. This new model for policy establishment engaged citizens in the policy-decision making process as partners, thus innovating the ways of working in the public sector.

Thanks to the success of the pilot programme, the Civic Participatory Service Design Teams will be launched on a larger scale at various levels of Government in 2015. To date, over 200 Teams were formed to work on a policy proposal in nearly every policy area, including safety, public health, culture, social welfare, industry, energy, environment, transport, housing, education, and finance. The Government will provide steadfast support to the Civic Participatory Service Design Teams so that those Teams will take root and grow to be a significant part of Korean society.

Innovative policy design for inclusive growth

Key initiatives

Since the launch of the Park administration in 2013, the Government of the Republic of Korea has worked hard to remove barriers between government departments and encourage collaboration across the Government at all levels. The Government recognises that, with changing policy environments and conflicting interests, it is getting harder and harder for one organisation to deal with policy problems alone. It takes all the related central government agencies and local governments, public companies, and expert groups from the private sector to solve complex problems facing Korea today.

To facilitate interdepartmental collaboration across government, the Government laid the legal foundation to engage all the related organisations in solving their problems together. For example, the E-Government Act and the Regulations on the Efficient Management of Administrative Affairs contain articles concerning information sharing among organisations, the operation of collaborative work systems, and the organisation of a team for collaborative work.

In addition, the Government introduced two practices to foster a whole-of-government approach.

First, the Government made a pool of staff by gathering one percent of staff members from each government agency to reassign them to where they are most needed most within the Government. Now, when the demand for new employees

arises at a certain agency, the demand can be met without recruitment. Thanks to this new approach, government employees are not constrained in one agency but managed with a whole-of-government approach. In 2014, after an organisational review of 39 central government agencies, a total of 994 employees were reassigned to various functions, including 326 to the function of citizen security and economy and 237 to the function of taxation, without recruiting new staff members for those 994 positions.

Second, Job/Welfare Plus Centers were established to serve as one-stop shops for public services regarding employment and welfare. Before the Centers were open, citizens who wanted to use employment-related services had to visit multiple offices, ranging from a local government office to central government agencies such as the Ministry of Employment and Labor, the Ministry of Gender Equality and Family, and the Ministry of Health and Welfare. Now that the Job/Welfare Plus Centers are available, citizens can apply for many services at once in one place.

The first Job/Welfare Plus Center, established in Namyangju, was given high marks by citizens of the city, acting as an exemplary case of customised public services. According to a study, the job growth rate of the municipalities with a Center was 32.1% on average, which is much higher than the national average of 7.6%. A total of 10 offices were put into operation in 2014. A further 40 were established by the end of 2015 and 70 are planned by 2017.

Improving the delivery of services for and with citizens

Key initiatives

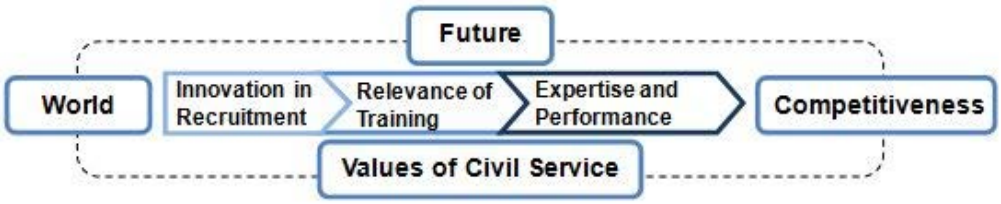
Korea recognises that the environment surrounding the governments around the globe is changing rapidly with strong competition on a global scale, the era of "Smart," and low growth caused by aging societies with low fertility rates. The Government of the Republic of Korea is well aware of the changing environment and the need to respond to it; however, efficiency within the Government continues to decline and the trust in the Government is not satisfactory.

In order to address future challenges and enhance the competitiveness of the public sector on a global scale, the Government recognises that civil service reform is critical. This is why, in November 2014, the Ministry of Personnel Management (MPM) was launched as an independent department in charge of the Korean Civil Service.

After being established, the MPM conducted an opinion poll in December 2014 to listen to what citizens expect from the public sector. According to the result, the general public stressed integrity and ethics in the civil service, civil servants wished to feel proud and confident to be in the public sector, and expert groups prioritised the openness and expertise of the public sector. In addition to the opinion poll, the MPM worked hard on the ground to listen to the voices of citizens and other government departments.

Based on the results of the poll and other studies, the MPM has implemented a government-wide civil service reform in December 2014. The reform (Figure 1) focuses on three goals—innovation in recruitment, relevance of training, and expertise/performance-based personnel management. The keywords that guide the reform are future, world, competitiveness, and values of civil service.

Figure 1. Ministry of Personnel Management Civil Service Reform Structure



In order to recruit civil servants in a more open and fairer manner regardless of their background, the MPM will increasingly hire from the private sector, including those who worked for small- and medium-sized enterprises and social businesses. Also, some irrelevant qualifications, such as a computer proficiency certificate, will be no longer entitled to additional points for the recruitment of Grade 6[2] or lower officials.

The new reforms launched by the MPM are expected to make the Government more competitive and competent, raising trust in Government. However, as the reforms are still being implemented, it is too early to measure substantial impacts. The MPM is closely observing how the reform implementation proceeds.

Core values of the public service

In order to build a dedicated public sector and restore trust in government, the MPM is working hard to reaffirm the core values of the public sector. The Government views the core values of the public service as being of great importance because the core values serve as standards of behaviour in the civil service.

In addition, the MPM made some vacant positions open to the private sector only and took actions to headhunt more private-sector experts for the positions of director-level officials and up.[3] Furthermore, large-scale recruitment from the private sector is now applied to Grade 7 officials as well as Grade 5 officials, and is growing in scale.

Senior civil servants, including the heads of public organisations, should set an example when it comes to following the core values of the public sector. Through hiring more leaders from the private sector, the Government recognises that their leadership is critical to making the public sector more open to the public. In addition, efforts should be made to make the public sector more attractive to those in the private sector.

Gender balance

So as to maintain gender balance in the civil service, the Government adopted a gender-equality scheme to prevent either gender from taking over 70% of vacancies. This scheme has been in place since 2003, and, as of 2015, the ratio of female civil servants in Korea reached 49%.

In addition, the Government has taken actions to increase the number of female mid-level managers in the civil service. Since 2002, the Government successfully carried out a five-year plan to raise the number of Grade 5 female officials. This success led to a new plan to increase the number of Grade 4 female officials or higher. As a result of the plan first stage of the plan that was carried out from 2007 to 2011, the rate of Grade 4 female officials or higher went from 5.4% in 2006 to 8.5%

in 2011. The second stage of the plan was implemented in 2012, and at the moment, the rate of Grade 4 female officials or higher rose to reach 11%, increasing by two folds compared to 5.4% in 2006. The MPM set up the goal to raise the percentage up to 15% by 2017.

As for parental leave, although male officials can take paternity leave, the percentage of male officials among those on parental leave was only 4.6% in 2014. In order to prevent the career hiatus of women and raise the awareness about equally sharing the burden of childcare between husband and wife, the paternity leave of the public sector was recently extended to maximum of three years from one year, which is the same with the maternity leave.

Strengthening accountability through better performance management and evaluation

Key initiatives

To improve policy evaluation, in 2013 the Korean Government established the Government Performance Evaluation Committee as part of the Office for Government Policy Co-ordination (OPC) inside the Prime Minister's Secretariat. The role of the committee is to evaluate the policies of central government agencies on an annual basis.

The Government Performance Evaluation System was established by the OPC to concentrate all the government efforts on resolving issues on the Presidential Agenda in the earliest time possible. The Presidential Agenda is the set of government priorities for the current administration to complete.

In 2014, the Evaluation System was modified to add public satisfaction as a new evaluation criterion. This new criterion was added because the most important goal of evaluation is to assess the performance of government policies in changing the lives of people in a satisfactory manner. Public satisfaction with government policies was studied based on the following two mechanisms:

First, those citizens who are directly affected by a certain policy are invited to participate in the evaluation process. Under the Government Performance Evaluation Committee structure, there are a number of subcommittees that are mainly composed of private experts who carry out evaluation procedures. The system was reformed to allow citizens to join a subcommittee to assess government policies from their viewpoint.

Second, opinion polls are conducted to find out whether the general public was satisfied with the results of government efforts. In particular, separate polls are conducted on policies that directly affect certain social groups, such as small- to medium-sized enterprises (SMEs), people with disabilities, and women. All results of the survey are included in the performance evaluation results.

To improve performance management and closely monitor the performance of government departments in the process to resolve issues on the Presidential Agenda and achieve their policy goals, the Office for Government Policy Co-ordination (OPC) adopted a special monitoring scheme, called "Traffic Light Monitoring System." For each issue, red, yellow or green lights are used to indicate how well those issues are being managed by government departments. A yellow light is given to a project when a large-scale accident occurs or when interest groups or

government departments come into conflict with each other. A red light is used in a very serious situation when no progress can be made and an existing plan needs to be revised in a substantial way.

In addition, the outcome of government efforts is identified as the main criterion when evaluating government performance, among other criteria. In 2013, only 46% of performance indicators were related to the outcome of government activities. However, in 2014, the percentage rose to 79.7%. In addition, each Presidential Agenda item has a key performance indicator that can be easily communicated to the general public. Some of the key performance indicators are the export volumes of SMEs and housing transaction volumes.

Furthermore, the evaluation of individual government departments is linked with the evaluation of government-wide efforts regarding the issues on the Presidential Agenda and the Three-Year Plan for Economic Innovation. In addition, while managing the performance of government departments, the OPC shares best practices and consuls to those departments that lag behind.

Notes

1 In 2014, about 110 000 policy proposals were submitted from the public, and about 3% of them were selected.

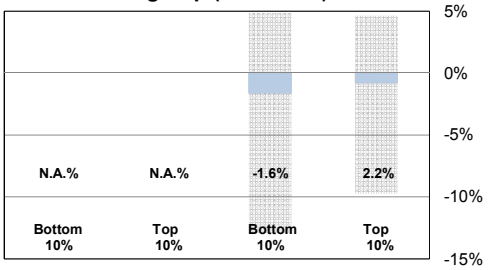
2 Note: the greater the number is, the lower the level is.

3 Previously, seeking private sector experts was limited to deputy minister-level officials and up.

Latvia

LATVIA: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

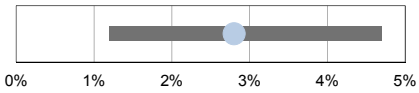
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

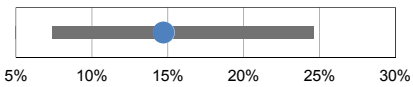
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background

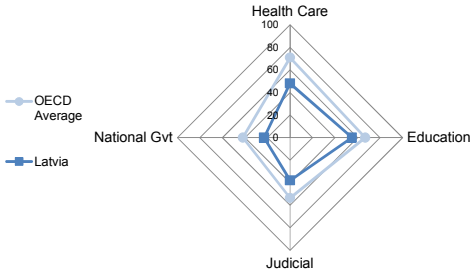


Source: OECD, PISA 2012 results: Excellence through equity, 2013

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

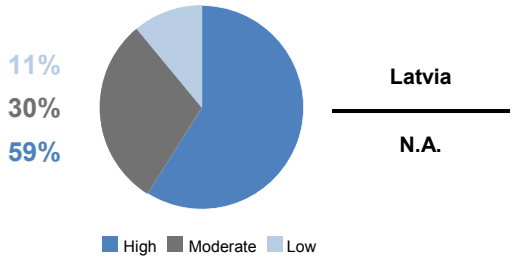
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

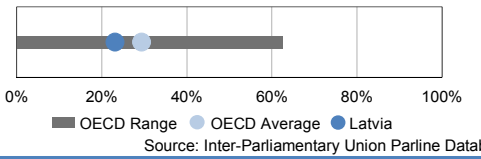
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

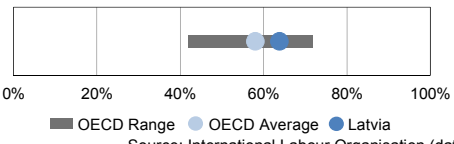
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

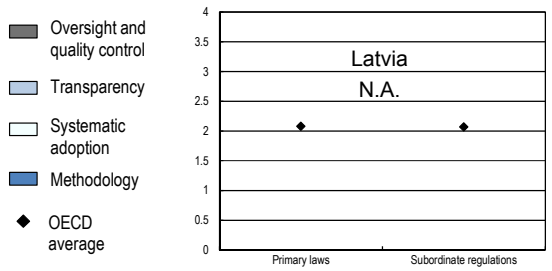
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

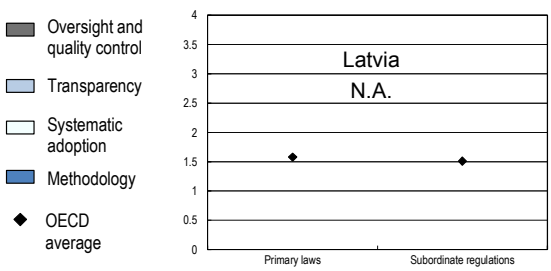
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

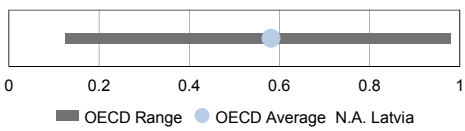
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

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Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

In 2013, the Latvian Government launched a suite of reforms that seek to improve citizen engagement, public service quality management and improve regulations by involving the public in reducing administrative burden and improving public services in Latvia. The reform package, called "Let's Share the Burden Together!" first established an easy-to-use website created to submit ideas to reduce administrative burden or improve public services. The proposals are reviewed every week by the State Chancellery. It is then forwarded for evaluation to the ministry responsible for the issue and the submitter is informed on the progress of their proposal. The results of this campaign are reported to the Prime minister twice per year during Cabinet of Ministers meetings.

Second, the next step was educating public service providers. To improve the service of citizens in public administration institutions, a Better Service Handbook was issued and distributed to civil servants working directly with citizens in Public Administration. The handbook sets out:

- Core principles for employees in public administration
- Values of client service
- Behaviour of employees and basic requirements
- Client feedback and its evaluation
- Co-operation of the client with the institution

Third, to gather feedback on how citizens feel about the services received, a mobile app called *Futbols* (Football) was launched to better engage the younger generation and technology savvy adults in the process of improving the Public Administration. The older generation already actively participates in improvement processes by providing feedback on services through traditional channels. The app geo-locates the user to provide information on the location and contact information of the necessary institution and allows the user to rate his experience. The rating of experience allows the user to identify whether they were passed along to another institution, whether the experience was useful and allows the user to praise a person that has provided good service.

Last, realising that both critical and positive feedback is very useful, the Latvian Government created the Client Service Award, which aims to channel the positive feedback of citizens back to service providers by analysing data collected with the app. The first awards were given in November 2015 to the three most highly rated employees.

The results from the above reforms include:

- 20 ideas per month are submitted through the online portal
- 4 of 5 proposals lead to an explanation of the issue from the ministry responsible to the user
- 1 in 5 proposals leads to changes
- 150 ratings of institutions are received per month

- Timely identification of problems

In addition, the Latvian Government partnered with the non-government organisation *Foundation for Public Participation* to create the e-petition platform ManaBalss.lv (or MyVoice). This website is a public participation platform where every citizen of at least 16 years of age can submit or sign initiatives and e-petitions for a legislative or policy change that would resolve a problem a group of citizens is facing. Anyone who has a good idea how to improve existing regulation, state services or solve a certain public concern can register his/her idea and gather supporters' signatures.

Once an initiative reaches 10 000 signatures, it is officially submitted to the Parliament, where it is processed and included in the Parliament's official agenda. Once on the agenda, the author of the proposal and experts discuss it and the Parliament makes the final decision - either the idea presented in the initiative becomes a law or not.

Manabalss.lv started in July 2011 when two young people launched the portal with an aim to create a positive space for society to encourage new ideas and improve the country. They soon were accompanied by experts, opinion leaders, journalists, business society and progressive thinking bureaucrats.

Since its beginning, Manabalss.lv has gathered almost 500 thousand signatures and attracted 1.4 million visitors, which is a fairly good level of participation for a country of 2 million inhabitants. Manabalss.lv has received a total of 939 initiatives, out of which 15 initiatives have gathered 10 000 or more signatures and hence were included in the list of issues that the Parliament has to review. In several cases, the Parliament approved the initiatives proposed. For instance, Parliament approved initiatives that introduced compensations for Hepatitis C and more rigorous sanctions were for members of the Parliament breaching ethics rules or changes in the Commercial Law that require to reveal the beneficial ownership information. As well, the obligation for the Parliament to review a proposal based on 10 000 signatures gathered on the Internet was also introduced based on such initiative of ManaBalss.lv.

Strengthening accountability through better performance management and evaluation

Key initiatives

To promote a professional and results-oriented civil service in Latvia, in 2013 the Latvian Government started a new public sector performance assessment system based on the use of ICT tools. The Centralised Information System of Electronic Evaluation Forms (NEVIS) created a new competencies-based performance appraisal system that allows public institutions to ensure linkages among strategic planning across institutions, institutional strategies and the goals that are set for each individual employee. Under the new system, assessment is done based on objectives. Each public servant or employee is assessed by their direct manager and the managers – by a commission. The cornerstone of the new system is an electronic platform, used for conducting the assessment and storing the results. In NEVIS, all employees are classified into the following five job families:

- Technical functions

- Support functions
- Policy planners
- Policy implementers
- Managers

Furthermore, specific competencies are assigned to each job family. There are 24 competencies in total. For example, analytical thinking, team work, initiative, communication, strategic thinking, planning and organisation, creative thinking, flexibility and independence are competences assessed for policy planners. For all five job families, ethical competence is to be assessed.

Each job family has its own set of four performance evaluation indicators, set according to objectives, duties, competencies and professional qualification. As well, a new five-point evaluation rating scale was introduced.

This new assessment system was developed in accordance with the November 2012 Cabinet of Ministers Regulation "Rules of the performance appraisal of the employees in the direct public administration institutions".

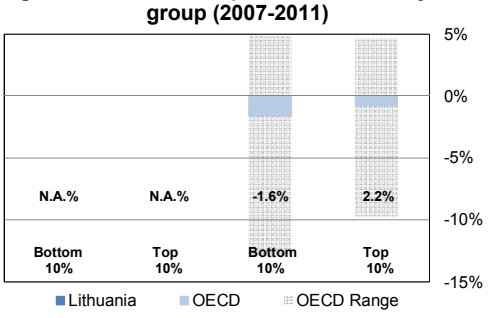
Policy evaluation

In 2014, a new tool of regulatory policy evaluation was introduced in Latvia. The initial assessment of the planned regulation included the assessment of the administrative burden and administrative costs assessment. The assessment of administrative burden is required as part of the so-called "annotation of the draft legal act", which is the initial assessment of the planned regulation accompanying any draft legal act that is prepared. The annotation of the draft law is one of the most important sources of information about the goals, need, usefulness, potential impact of the planned regulation. This new tool demonstrates the impact of the envisaged legal act in terms of its administrative burden, whether the administrative burden will increase, decrease or not change, for instance, on the business environment. Also an administrative costs assessment should be included if the draft law will create administrative costs of more than EUR 200 a year for natural persons and EUR 2 000 a year for legal persons.

Lithuania

LITHUANIA: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

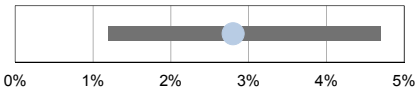
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

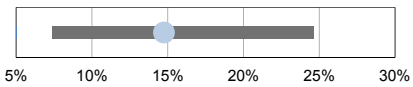
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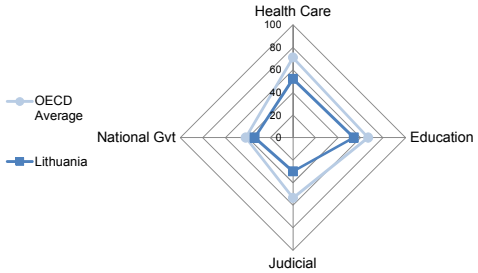
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OECD Range OECD Average N.A. Lithuania

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

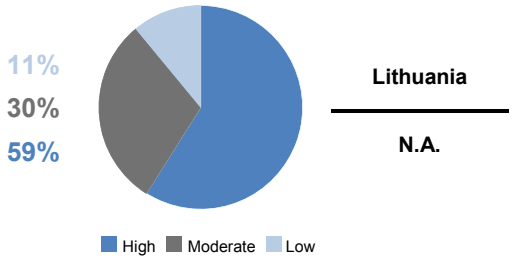
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

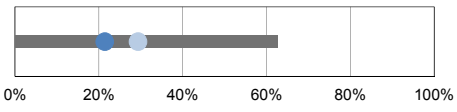
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

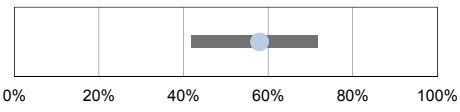
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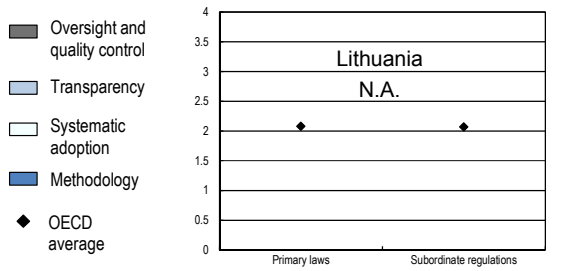
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

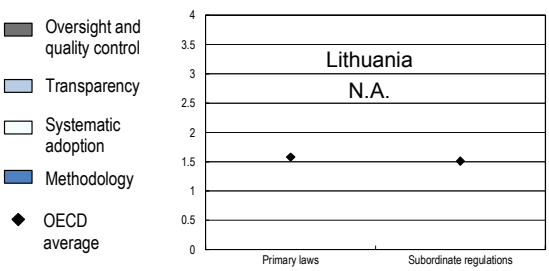
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Source: OECD Regulatory Policy Outlook 2015

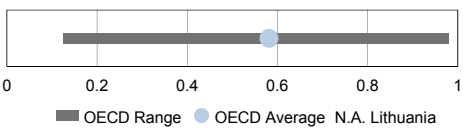
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Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

The Government of Lithuania recognises the strategic importance of civic engagement in policy making and service delivery. As such, the priority activities of the Government and its current public administration reform strategies focus on efficiency, openness, quality, strategic thinking and digitisation of public administration.

The Government has established multiple mechanisms to strengthen communication and co-operation with the society and take more efficient public governance decisions. These mechanisms differ in their effectiveness and the approach they follow, but are implemented and used to test which systematic decisions could be taken.

The most important policy document is the State progress strategy Lithuania 2030, which provides long-term goals to be achieved by 2030. The strategy aims to create an economically and socially successful Lithuania, based on the three pillars of openness, creativity, and responsibility. It recognises that the Government should play the role of co-ordinator, delivering services together with its citizens, private sector, local communities and NGOs. Lithuania 2030 gives great importance to systematic and effective engagement of citizens in the political process and states that transparency and openness are important values that government should seek to promote.

Lithuania 2030 emerged from civil society. Government authorities, business and academia leaders, community groups, and prominent public figures actively participated in its development. The State Progress Council and the Open Progress Forum are two key platforms established through Lithuania 2030, uniting a variety of different stakeholders, including academics and civil society organisations, to ensure an inclusive process for drafting and implementing this key strategic document. The development and implementation of the strategy illustrates the effective use of public participation results in the policy-making process and implementation.

Civil society played a crucial and active role in drafting the strategy by engaging in public discussions, participating in the National Day of Ideas across the country, in an "idea week" in schools and in online consultations. In total, more than 100 discussions and more than 1 000 proposals fed into the final draft of the Lithuania2030 strategy.

The Office of the Government co-ordinates the implementation process of the Lithuania2030 strategy and the activities of the State Progress Council, which is now responsible for the monitoring of the results. To date, six Open Progress Forums were organised with a broad participation of civil society (more than 2 500 participants). Proposals for policy improvement were developed in the areas such as education (children's creativity), live long learning, strengthening of local communities, innovative public governance, etc. Social media (Facebook) and website www.lietuva2030.lt have also been used as channels for two-way communication with citizens. The platform uses several tools to engage citizens, such as questionnaires, the possibility to ask questions, registering to an event, subscribing to a newsletter, and commenting, among others.

In order to sustain close relations between the authorities and the citizens, as well as to improve the implementation of public policies and increasing society's trust in authorities, the portal "My Government" was created and became fully functional in September 2015. This website consists of different electronic tools created to increase communication between Government and society. It allows Lithuania's inhabitants, as well as Lithuania's citizens living abroad, to:

- Easily access all relevant information regarding decisions that are being prepared and adopted by the Government.
- Contribute to suggesting, drafting, considering, adopting Government's decisions.
- Receive all information regarding examination of peoples' complaints, requests, applications, etc.

The website also offers two-way public consultations on different governmental issues and topics as well as the possibility to present an e-petition. Two-way public consultations involve the following steps:

- Online public announcement of a particular topic along with an invitation to potential bodies interested in the topic to consult.
- Registration of the answers with confirmation.
- Analysis of the proposals received and online announcement of the results with the message to those who have participated in the consultation.

In the next phase, a further development of these electronic democracy tools is planned, which includes the creation of additional measures for improving citizens' maturity and social skills, introducing a common methodology for public consultations for all Government bodies, and broader communication campaigns.

The conditions for the citizens to take part in the legislation process are created by the Law on the Basics of Legislation, adopted in 2012. This law sets general requirements for transparency of the legal framework and for public consultation in the law-making process. There is an obligation for all public administration institutions to publish drafts of legal acts on the website lrs.lt of the Parliament (Seimas). Published material includes legislative initiatives, drafts of legal acts, comparative documents of the drafts of legal acts, information on the consultation process (time, manner, outcomes) and information on monitoring of legal regulations. Through this system, citizens can comment on draft laws and institutions have to present arguments why they are or are not taking into account their comments.

In addition to the above national reforms, important initiatives at municipal level aimed at increasing e-participation of local residents were recently implemented. These reforms include the development of e-tools for increasing e-democracy, such as: enabling people to find information of all decisions that are being drafted by the municipalities, allowing citizens to provide their comments and suggestions, view municipal council meetings on-line, and discuss and share opinions on-line.

In Lithuania, the e-Government Gateway was created as a single point access to all public and administrative services for the citizens and businesses. Through this gateway, all services provided by central government institutions and municipalities for citizens and businesses are accessible via one portal. Users can access the service classification system, which can be found on the homepage of the portal. Users can also evaluate services via the Gateway, which then creates indicators for services.

Using data from these indicators, the demand and quality of services are analysed and evaluated by examining how often electronic services are used.

The Law on Public Administration makes it compulsory for public administration institutions to organise annual surveys to assess public opinion about the quality of provided services and activity results. An approved methodology and European Primer on Customer Satisfaction Management define the guidance for public institutions how to measure client/ users satisfaction. Institutions are encouraged to use this methodology, primer and survey results to improve the quality of the services.

In line with other improvements in the area of performance management, some recent initiatives have been started to encourage ministries to pay more attention to the quality of the services provided by their agencies and encourage them to take actions for regular monitoring. For that reason, a set of example indicators was created in the basis of these main principles: openness, accessibility, service provision and quality assessment. These indicators are suggested to be integrated into the strategic documents of the agencies. It will help ministries evaluate performance results of the agencies and foresee measures for the improvement of the services provided by them.

As well, the Recommendations on Service Standards have been prepared for public administration authorities. The Recommendations provide practical instructions on how to prepare citizens' charters, properly set service standards and relate them with agencies' performance objectives and evaluation criteria. This will help government agencies' to orient performance outcomes towards enhancing the quality of services provided.

Innovative policy design for inclusive growth

Key initiatives

Lithuania's strategic documents, such as Lithuania 2030 Strategy, the National Progress Programme 2014-2020 and the Public Governance Improvement Programme, all acknowledge the importance of developing active citizen participation in policy-making and service delivery. The Government has taken important steps forward in developing the necessary legal and policy framework to modernise public administration, improve efficiency and effectiveness and support accountability and transparency, establishing a context for citizens to engage in the policy-making process.

For example, Lithuania has been taking continuous efforts in optimising strategic planning system aimed to build clear linkages between strategic planning documents of different planning layers. Lithuania optimises its strategic planning system by building clear linkages between strategic planning documents, whereby all strategies are directed towards the achievement of long-term development goals. In addition to this, the strategic planning process is aligned with the budget formulation process, which resulted in a fully coherent strategic planning and budgeting cycle.

The annual Government priorities system has been reformed in three main phases. From the 2000 until 2003, the priorities were developed in a top-down manner, with only a short list of priorities with a manageable scope of new activities, accompanied by a financial envelope. Afterwards, the process underwent a

substantial change between 2004 and 2008 by being developed in a bottom-up approach and including many policy areas and operational activities. However, there was a lack of co-ordination, which has led to an ongoing restructuring since 2009. Priorities are now set in a mix of top-down and bottom-up approach, which are closely linked to strategic plans and other strategic documents, such as Lithuania2030 or the National Progress Programme. As well, priorities focus on new initiatives. The Office of the Government co-ordinates these priorities and is also responsible for ensuring the monitoring and evaluation of its success.

Along with developing their strategic planning system, the Government has paid significant attention to reducing administrative burden and increasing quality of strategic planning documents. For instance, the strategic planning process has been significantly simplified by introducing a single reporting document. This improves efficiency by allowing institutions accountable to the Government to report on performance results once a year through a single reporting document.

In addition, centre of government co-ordination has been improved by establishing quality assurance procedures. Through these procedures, the Office of the Government has become responsible for compliance and content scrutiny of sector strategies. In addition to reviewing these strategies, the Office of the Government conducts a systematic evaluation of the functioning of strategic planning system in order to identify possible gaps and areas of improvement.

The Office of the Government is also responsible for the co-ordination of the Commission for the Improvement of Public Management. In 1999, this Commission was established by the Government and was operational until 2001, generating proposals for further structural reforms in public governance and the improvement of Government performance. After a five-year break, operations resumed in 2006 with the purpose of simplifying administrative procedures and streamlining public administration. The Commission, chaired by Chancellor of the Government, consists of 16 members, 9 of whom are representatives from the public sector and 7 outside independent experts representing consultancy companies, research institutes, and business associations. Its aim is to achieve an efficient and transparent, society-oriented public administration. Recent activities were concentrated to the efficiency of support functions, consolidation of business supervisory institutions and efficiency of public assets management. All these initiative reduced the number of small agencies, business supervisory institutions and other public bodies.

Improving the delivery of services for and with citizens

Key initiatives

Although the compliance of the Lithuanian civil service with the OECD/SIGMA Principles of Public Administration was found to be the best among new EU Member States in 2009,[1] the Government identifies gaps that remain and which should be eliminated. In June 2015, the Government, seeking to improve problem-plagued areas, submitted the draft on Civil Service Law to the Parliament. The draft Law introduces some major reforms on human resources management (HRM). The civil service reform is focused on establishing a single system of requirements for civil servants' knowledge, skills and abilities, flexibility in career planning, motivation, performance evaluation, training and other areas. The central component of the reform is the competency model for civil servants. By implementing this competency

model in all HRM processes, such as recruitment, performance evaluation, career planning and training, the Government aims to establish a professional result- and client-oriented civil service.

The senior civil service is another priority topic on civil service reform list for the Lithuania Government. To achieve the Government's goals, the core of civil service leaders will be strengthened by centralising and individualising their training, improving rotations and conducting performance appraisal.

Another core change is the new salary system. As in the new pay system, a lot of additional pay and bonuses are renounced, making the system more transparent, coherent and efficient. The new salary system affects all the civil servants from top to bottom. The construct of salary gives more flexibility to direct managers in allocating the specific salary to each his/her subordinate according to performance quality indicators.

Furthermore, in June 2013, the Government introduced a new system for selecting civil servants. The previous selection system was implemented 10 years prior and was in need of modernisation. The new Civil Service Recruitment Process was developed after analysing the best practices from other countries and organisations, such as Germany, France, the United Kingdom, the Netherlands, Greece and Belgium and EPSO. As a result, the conception of civil service selection was developed. Generally, the focus was on assessment of Lithuanian civil service specific characteristics by taking advantage of various types of civil service models in above countries (centralised, partly centralised, decentralised civil service models), their advantages and disadvantages, system maintenance costs, effectiveness, duration of the selection processes and other important aspects.

Today the recruitment process involves two phases. In the first phase, a centralised system of screening is used by the Civil Service Department[2] to evaluate all applicants for general abilities and competencies (applicants have to take general aptitude test) Additionally, when applying for managerial positions, the Civil Service Department also screens applicants for leadership and management competencies during the interview by using recruitment specialists and psychologists. In the second phase, an interview takes place at the organisation holding a vacancy. The best applicant is selected during the interview according to competencies and overall evaluation of applicants' professional qualification, experience.

With a target of implementing a new civil service selection system, a self-service module for the selection of civil servants was established. Lithuanians applying for a job in civil service have to create their own profile. Through this module, Lithuanian citizens applying for a job in civil service may sign in by using their ID cards or electronic banking system to access online portals[3] to provide documents for institutions, register for general aptitude test, general management assessment or if applicable foreign language proficiency tests. The application process takes place online.

In addition, the Lithuanian Government encourages equal opportunities in order to maintain gender balance in the Civil Service. For the last 10 years, the Civil Service Department monitors the implementation of laws on the civil service and statistical data concerning civil servants. According to their statistics, approximately 70% of civil servants are female and more than 60% of high managerial positions are held by women. The gender balance was conditioned by overall (as well as in private

sector) favourable social policy for women (e.g. work and life balance). The National Programme on Equal Opportunities for Women and Men created the proper conditions to reach its results.

Strengthening accountability through better performance management and evaluation

Key initiatives

Lithuania has been successful in transitioning from a pervasive and underperforming state apparatus to a modern public administration. The Government identifies that the source of the improvements were based on learning from their own mistakes as well as international best practices. This included assessment of what can and cannot work in Lithuania due to its previous history and mentality, nature of national public administration system, geopolitical environment and other factors.

In this context, Lithuania has developed a modern and effective practice of performance management. The strategic planning system in Lithuania underwent significant transformation between 2008 and 2010 to strengthen accountability for results and develop a robust performance management system. A results-based management approach was introduced to modernise the way public sector organisations were managed to meet the expectations for more efficient and quality public services. In response to this reform, government ministries have shifted their way of organising work from procedures and accomplishing task towards policy content and expected end results. Furthermore, the Government has focused its attention on cross-cutting issues that keep ministries accountable for the delivery of agreed results.

In addition, Lithuania has carried out a number of reforms over the last five years, with a particular focus on performance management and policy evaluation improvement. These reforms have been done with a clear lead by the Office of the Government, a centre of government institution. In the area of strategic planning, a sound legal, institutional and policy framework has been developed, which includes efforts to streamline the existing planning methodology and to promote a cross-government performance-based management. The new strategic planning and monitoring system focuses on result-oriented performance and systematic policy evaluation. This includes the introduction or enhancement of a range of performance management tools, such as strategic planning, monitoring, programme evaluation, and using government priorities to guide planning and implementation.

These reforms have changed the role of the Office of the Government, which now fulfils important co-ordination functions at the Government level. The Office of the Government co-ordinates the strategic management system, assesses the quality of the strategic planning documents, and drafts government-wide and cross-cutting strategic planning documents. Furthermore, it co-ordinates the government priorities planning, implementation of process and the performance results of the government priorities. In addition, it is responsible for co-ordinating the impact assessment system and the annual legislative programme preparation process. Responsibilities regarding cross-governmental issues are formalised in the Strategic Planning Methodology, which is approved by the Government and applicable for all bodies accountable to the Government.

Since 2011, the government-wide approach was strengthened by putting more emphasis on political leadership and strategic thinking as well as addressing the high administrative burden of the processes currently in place. This included the existence of 250 planning documents and over 300 budget programmes, along with more than 200 performance indicators per ministry. Concrete actions were taken to reduce the number of strategic documents, connect strategic planning with monitoring and evaluation, use performance information in the decision-making process, and scrutinise the performance indicators in order to develop a manageable and reliable set of Key Performance Indicators (KPIs). Relevant training activities were also developed. The Office of the Government is due to launch initiatives to strengthen the strategic planning expert network and will continue to enhance their performance. The strategic planning expert network consists of ministries' strategic planning experts. The network is employed as a platform for discussion regarding strategic planning development issues. The Office of the Government leads the network, suggests topics to be discussed and facilitates considerations.

In addition, the Government is using IT solutions to improve performance management. In 2011, the centralised Monitoring Information System (SIS) was introduced, which allows the performance data to be automatic delivered, provides support in performing a cross-section analysis and offers a single access point for performance information in all planning documents. It is used by all institutions which are accountable to the Government. Next to monitoring and evaluating achievements described above, this system also makes it possible to link performance indicators to several documents and activities (e.g. poverty indicator in both Lithuania2030 and the Government Programme). The system is updated quarterly by the institutions to allow timely reporting to the Government. The achievement of the goals and targets is measured and made visible by using a "traffic light system". The progress of implementation and achieved results is monitored mostly on a quarterly basis via the SIS. The SIS automatically makes judgement of achieved results against planned values of performance indicators using a "traffic light" logic. This logic provides civil servants with an easy reference system to help highlight the status of achievement and signals the implementation problems by using yellow and red lights.

The reporting process and requirements various depending on a monitoring object. For instance, the quarterly report on Government priorities implementation progress are discussed and analysed by the Government in Cabinet meetings focusing on areas of improvement. The Office of the Government assesses performance results and prepares jointly reports focusing on results and unmet targets. It is important to stress that the progress report is made available to the public.

The Office of the Government also enhanced Lithuania's system of impact assessments. At the beginning of each calendar year, the Government elaborates and approves a List of Priority Legislative Initiatives (the "Priority List"). Policies on this priority list must have impact assessments conducted to assess them for regulatory quality and coherence. Initiatives to be placed on the Priority List are proposed by the ministries and reviewed by the Government Office, which in turn prepares a draft Priority List and submits it to the Government for approval. After approval of the Priority List, the sponsoring ministries have to start preparing legislative initiatives and their impact assessment. The priority legislative initiatives are selected from government priority documents, list of legislative priorities of the ministry and Government annual legislative programmes.

There are no limitations in terms of types of legislation in the Priority List. The Priority List can include primary or secondary legislation, a policy initiative (concept paper) or new or amended draft legal act. In 2014, the Government selected and approved 26 priority legislative initiatives compared to 2015, where only 9 priority legislative initiatives were selected and thus required impact assessments. The Government plans to increase the number of priority initiatives in the future.

We should take into account that priority legislative initiatives are selected from the following sources: 1) the Government Priority document; 2) the Priority Measures for Implementation of Government Programme; 3) the List of Legislative Priorities of the Ministry; 4) and the Government annual legislative programme or v) other important and significant issues at government level, which could have significant impact. As the Government in the end of its cadence (Government is approved till 2016) does not plan radical changes which have a significant impact, so the number of priority legislative initiatives is naturally decreasing. Also should be noted that in order to implement OECD recommendations regarding regulatory policy in Lithuania we are going to set some objective criteria for the selection of priority legislative initiatives which need to be assessed in greater depth. The aim is strengthen the control of quality of impact assessments.

If a legislative initiative requires a legal act, possible regulatory alternatives and impact assessment results should be presented to the Government and discussed either in the Government Strategic Committee or in a Government preparatory meeting prior to developing the act. Based on the decision of the Government, the sponsoring institution has to prepare final decisions, including legal acts or other non-regulatory decisions.

The Lithuanian Government also uses policy experimentation to identify what works when designing and implementing policies. For example, the Government changed the way it assigned the responsibility for providing cash social assistance (which include social benefits and compensations for heating, hot and drinking water expenses) to municipal governments. Beginning in December 2011, the Law on Cash Social Assistance for Poor Residents was adopted. Its purpose was to boost the motivation of people of working age to integrate into the labour market, reduce long-term dependency on social assistance, the risk of poverty trap, possibilities of abuse of cash social assistance as well as to ensure cash social assistance for persons who need it most. The pilot programme began in January 2012. The system was designed by taking into account the social and economic changes in the country, seeking to enhance the efficiency of the cash social assistance system. The system also sought to use state budget funds in a more rational way.

The Law established a legal basis to provide cash social assistance to poor residents through two models: as a state function (assigned by the state to municipalities) and as an independent municipal function in five pilot municipalities. With a view to enhancing the powers of municipalities and involving communities in the process of provision of cash social assistance, more rights and responsibility have been assigned to municipalities to grant cash social assistance. Five pilot municipalities provided cash social assistance while fulfilling the independent municipal function to be financed from municipal budget funds. The Law enabled pilot municipalities, in co-operation with communities, non-governmental organisations, sub-elders and other stakeholders, to:

- Provide cash social assistance more efficiently, more accurately and to justly grant it to those in need.
- Apply efficient measures to prevent potential abuse.
- Retain incentives to work and more rationally use the appropriate funds.

In 2015, resulting from the success of the pilot project conducted from 2012 to 2014, the Government transferred the implementation of cash social assistance as an independent municipal function to all municipalities.

Notes

1 OECD/SIGMA report, 2009.

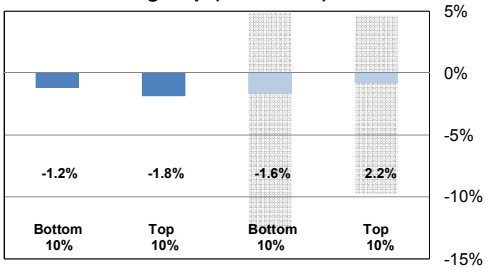
2 The agency in charge of civil service management for the Government.

3 Two websites exist: www.testavimas.vtd.lt or the Electronic Government Portal www.epaslaugos.lt.

Luxembourg

LUXEMBOURG: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

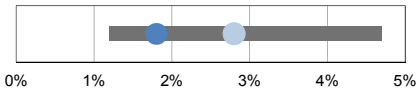
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

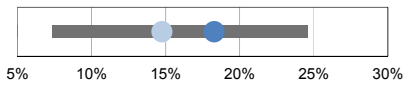
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

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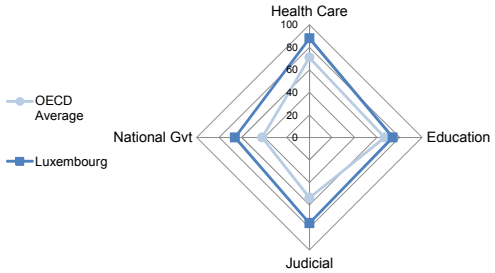


Source: OECD, PISA 2012 results: Excellence through equity, 2013

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

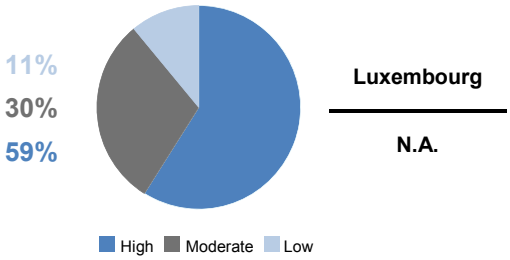
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

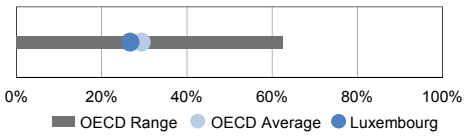
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

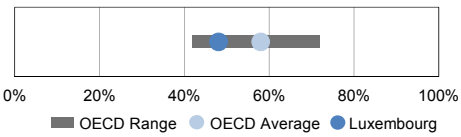
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

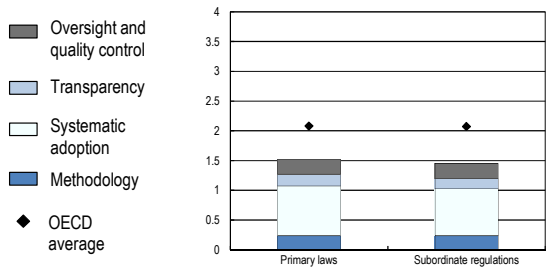
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

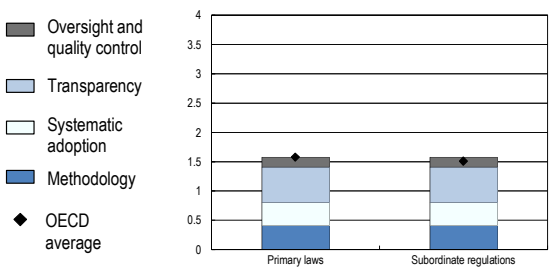
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

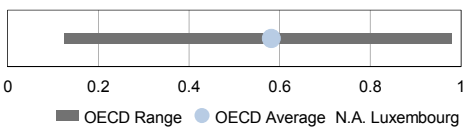
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

Recently, the Luxembourg Government implemented four reforms to involve citizens and service users in the design, delivery and evaluation of public services, including the use of ICT and social media. First, in 2014, the Ministry for Civil Service and Administrative Reform launched a website called "vosidees.lu" (in English: "your ideas") with the aim of collect ideas, suggestions, comments and criticisms concerning administrative procedures, service delivery matters and, more generally, ideas for administrative reform.

This site is based on two-way communication: between the citizen and the Government and between citizens themselves. Through the first communication channel, citizens may suggest their ideas via this site to the Ministry of Civil Service and Administrative Reform. Then, in response, the Ministry commits itself to:

1. Review and publish the message and then give initial feedback in a short timeframe concerning the next steps. Feedback may include an explanation that a proposal on this topic is already being implemented, a general acceptance of the idea or maybe the idea is deemed not possible. With any decision, the Ministry posts a public message so that all citizens and website visitors can view the follow up.
2. Forward the message to the competent body of government to ask for its point of view on the concerned matter. The Ministry then publishes all relevant information concerning this idea and its further processing.

Communicating in the other direction, users can "like" ideas on Facebook or tweet them via Twitter, thus giving them a wider audience. Users can also communicate their mind set about one idea by hitting a "+" ("I'm supporting this idea") or "-" button ("this idea should not be realised") on the website. Finally every user can post a comment or answer to a specific idea.

The functioning of the portal is based on two-way interactions and is conceived to foster a dialogue with citizens and businesses.

In July 2015 a new version of the site "vosidees.lu" was launched. The main change in this update is that not only ideas in the field of administrative reform or simplification can be submitted, but also any other idea regarding the interaction of citizens with administrations.

Second, following the Governmental Action Plan in the policy area of reduction of administrative burdens and screening of administrative procedures, an Interdepartmental platform was created. It focuses on simplification and streamlining of administrative procedures and is chaired by the Minister for Civil Service and Administrative Reform and reports directly to the Council of Ministers.

A first result of the Action Plan is an "omnibus" bill that modifies 33 clauses with the aim of reducing administrative burdens in the areas of regional development, town and country planning, establishing licences for industrial sites, environmental law and housing. This bill is currently being considered by Parliament. The preparation of the draft bill involved different ministerial departments and NGOs stakeholders who work in these specific areas.

Third, a representative survey based on a sample of 1 031 interviews among the general population aged 16 and older was carried out in 2015. The aims were to measure citizens' satisfaction with public services and identify what needs to be improved or what can be lower on the agenda in terms of public service delivery. Identical surveys were carried out in 2002 and 2008.

These general surveys are used by the public service quality department to have an insight in what people say and feel about public service. The results were analysed according to the 25 most often contacted services. The overall perception of the Luxembourg public administration gave the following ranking:

- 91% consider the Public Service as serious
- 88% consider it trustworthy
- 86% estimate public service as integral
- 85% estimate public service of high quality

In comparison to the previous 2008 survey, these results reflect a general positive trend in the perception of public sector functioning and performance.

Fourth, the Luxembourg Parliament has a specific procedure and internal system for receiving petitions from citizens, including both through paper-based and online submission formats. There are two different kinds of petition: the ordinary petition ("pétition ordinaire") and the public petition ("pétition publique").

An ordinary petition may be submitted by mail, e-mail or be delivered personally to the President of the Chamber of Deputies. The ordinary petition can be submitted individually or in association with others; however, should not be presented as an individual request. After an examination of the petition, the Committee on Petitions may:

- Request the Government's position
- Request the position of another parliamentary committee
- Organise a hearing with the petitioner
- Organise on-site visits

All of these steps are published on the official website of the Parliament.

In 2009, public petitions were introduced as a recommendation from the mediator in charge of conciliating issues between public administration and citizens to encouraged citizens' participations in the public process. This suggestion was widely welcomed by the Parliamentary Committee on Petitions. The first online petition to be signed electronically was launched in April 2014.

This new form of public petition may be submitted on the Chamber's electronic platform via the Internet site by any person over 15 years of age and registered in the national registry of persons. The public petition can be submitted individually or in association with others. The content of the public petition should be of a general and national character.

After having examined the public petition requests, the Committee on Petitions advises them favourably or unfavourably and the presidents of the political groups

take the final decision. Unfavourable public petition requests are transformed into an ordinary petition.

Public petitions are opened for signature for six weeks on the electronic platform, accessible through the Internet site. Petitions with more than 4 500 signatures will be debated publicly in the presence of the petitioner, the Committee on Petitions, other concerned committees and members of the Government. Public petitions with less than 4 500 signatures are transformed into ordinary petitions.

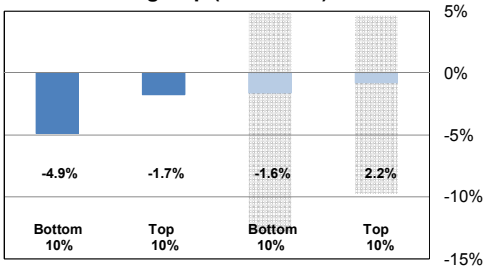
Since the introduction of the new public petitions, only six have obtained the 4 500 signatures necessary to call a public debate. These petitions were almost all about animal rights. The first petition to reach the quota was a public petition about the construction of the Luxembourg City tramway.

Apart from the public debates, seven meetings with the initiators of petitions have taken place. Frequently recurring topics include that which concerns foreign policy, public transport, the education system and the protection of the environment. As from June 2015, it is also possible to accumulate electronic signatures and signatures on paper for public petitions.

Mexico

MEXICO: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

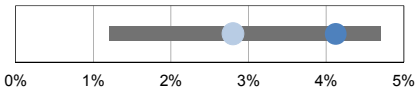
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

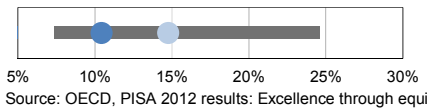
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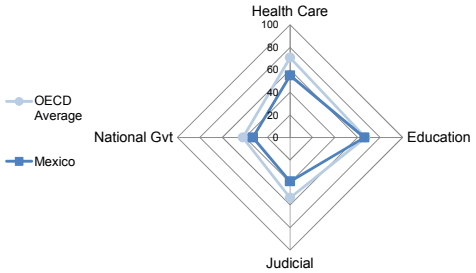


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SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

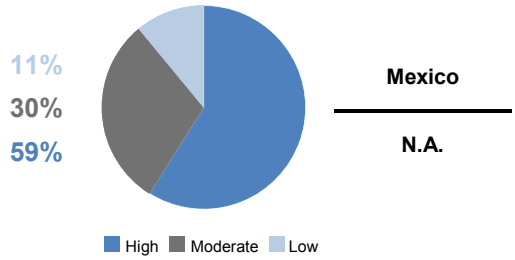
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

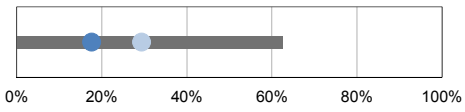
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

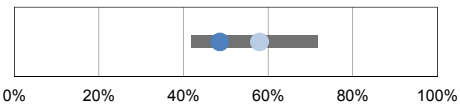
GENDER BALANCE

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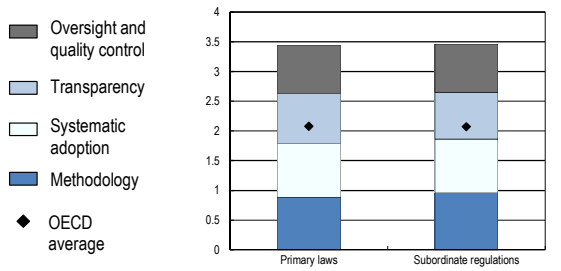
Public sector employment filled by women (2013)



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ENGAGING CITIZENS AND BUSINESSES

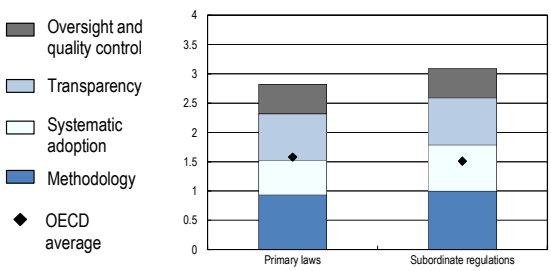
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

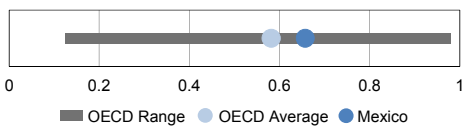
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

In 2015, continuing the policy of Civic Participation in Government Decision Making, 107 Exercises of Civic Participation took place. These exercises addressed 138 substantive topics under the responsibility of departments and agencies of the Government of Mexico. Through these exercises, 2 275 representatives of society were consulted and they contributed with 1 113 proposals to improve public policies of their interest. As in 2014, the citizens' proposals were answered through the websites of the respective institutions (found under the Transparency/Citizen Participation section).

In addition, in 2015 a survey on stakeholders who participated in the Exercises of Civic Participation was implemented for the first time to obtain their feedback on this strategy. On a scale of zero to ten, with ten being the best possible assessment, stakeholders graded the relevance of the topics discussed at 8.9, their satisfaction with the commitments made by the institutions at 7.9 and the importance of this type of consultative actions at 9.2. Moreover, 98.5% said they would participate again in such Exercises.

In 2016, the strategy was updated to include the implementation of consultation exercises to society entirely online, through the Gob.mx/Participa platform. Likewise, in 2016, the strategy expressly incorporates the perspectives of gender and of social inclusion, in the call to potential social actors to consult.

Furthermore, on 3 February 2015, the President of Mexico implemented Eight Executive Actions with the goal of intensifying the activities made to collaborate and co-ordinate with various entities of the civil society in transparency and integrity. From this, three results followed, result in the following:

First, on 23 June 2015, a Specific Collaboration Agreement was signed on integrity and transparency in procurement and public affairs between the Mexican Chamber of the Construction Industry and the Ministry of Public Administration. Both institutions agreed to establish a Manual to regulate the integration and operation of a Work Group. This group will address issues as transparency, equality and legal certainty for work started during the 2012-2018 administration of the Mexican Government.

Second, on 26 March 2015, the Ministry of Public Administration signed a collaboration agreement with the Business Co-ordinating Council. Since then, there have been work meetings held with the Council to plan joint actions in favour of transparency and the fight against corruption. Under the first three goals of the agreement, the Ministry generated a specific email to receive alerts by the Council concerning corruption risks regarding the possible commission of bribery acts by public officials in the Federal Public Administration.[1]

Third, other instruments have been implemented for specific projects. To strengthen priority strategic factors of the inter-institutional relations through the celebration of this type of instruments, and contribute to reinforce the transparency culture, a work agenda has been integrated with civil society and the private sector through the following agreements:

- The Mexican Institute of Public Accountants, agreement signed on 15 October 2015, promotes the development of studies, investigations and actions of assessment and constant training in accounting matters and government auditing.
- The Association of Banks of Mexico, ABM A.C., agreement signed 4 February 2016, establishes the basis for collaborating, co-ordinating and implementing the best practices regarding transparency, ethics and integrity in the government exercise and the financial and banking sector.
- The Mexican Federation of Civil Engineers A.C., agreement signed on 7 March 2016, strengthens transparency, ethics and integrity in the Federal Public Management on aspects concerning the civil engineer branch.

In addition to these agreements signed with the private sector to reduce corruption, Mexico has carried out reforms that transfer the provision of government services to private organisations. This includes the Law on Public Private Partnerships (2012), which allows the private sector to participate in contractual arrangements between a public entity and a private entity, for providing a public service, and for the energy reform carried out in 2014.

The Federal Government has also partnered with a private research institute to engage with citizens and find solutions to issues. The think tank Centre for Research and Teaching of Economics (CIDE) was tasked by the President to assess the level of performance of the Mexican justice system and find possible solutions concerning access to non-criminal justice in Mexico. A series of public consultations were held with scholars, governmental and non-governmental organisations. As well, an online survey was conducted to examine citizen's experience with access to justice. As a result, the CIDE put forward 20 recommendations.

Integrating groups

Concerning the integration of different cultural, socio-economic and gender equity groups, the Mexican Government implemented the National Development Plan and of the Programme for a Close and Modern Government. Both of these programmes are a cross-shaft of the actions implemented by the Mexican Government.

In addition, since 2004, the Federal Government has required the involvement of "social witnesses" in public bidding for goods, works and services over a certain threshold value. Since 2009, participation of a social witness has been mandatory in procurements valued at more than USD 23 million for goods and services and USD 43 million for public works.

Non-government organisations and individuals may be selected as social witnesses by the Ministry of Public Administration. Their function is to propose strategies for improving transparency, impartiality and compliance with the legal framework, and must issue an alert if they detect any irregularities in the course of the procurement. At the conclusion of the procurement proceedings, the social witness issues a publicly available statement including observations and, as appropriate, recommendations. The statement is posted on the government's central procurement website and in the procuring entity's website.

The "Social Witness" programme is the result of an initiative from the NGO *Transparencia Mexicana*. Social witnesses are governed by guidelines issued by

Ministry of Public Administration (MPA) in 2004. The guidelines stipulated that the MPA keep a registry[2] of individuals and non-governmental organisations which may participate in all stages of a procurement process conducted by any institution of the Federal Public Administration. According to *Transparencia Mexicana*, the Social Witness programme has significantly reduced the costs of public contracts and has increased the number of bidders participating in the procurement process in Mexico.

Digital governance

Regarding the use of Information and Communication Technologies (ICTs), in 2011 the Federal Government issued the Administrative Manual of General Application. This manual provides guidance for ICT use in government and is reviewed each year to be updated.

In May 2014, the Ministry of the Interior (SEGOB) and the Ministry of Public Administration (SFP) published in the Official Gazette the Ministerial Agreement for ICT Policy and the Manual of Information and Communications Technologies and Information Security (MAAGTICSI), known as the ICT policy. Previously, it was only handled the Administrative Manual of General Application on Information and Communications Technologies, and on Information Security Matters (MAAGTICSI), which was composed of 29 processes. This was given a full revision with the publication of the "Agreement that has as objective to issue the policies and dispositions for the National Digital Strategy, on Information and Communication Technologies, and on Information Security, as well as to establish the Administrative Manual of General Application on such matters", whose objective is to strengthen the focus on consolidation, Interoperability and Information Security, leaving only nine processes.

In 2015, focus groups were held to discuss the MAAGTICSI with members of administrative offices. As a result, the Manual was updated in 2016, according to the needs of the administrative offices.

The ICT policy aspires to create an ecosystem of consolidated, interoperable and secure IT services for a modern and efficient public administration, through the design of technology architecture for the Federal Public Administration and the consolidation of computing services and the sharing of ICT resources and infrastructure in government agencies and departments. In this regard, government institutions submit to the Government Digital Unit a maximum of seven strategic initiatives or ICT projects, taking into consideration those that provide greater benefits to society or have high impact in the fulfilment of institutional objectives and the National Digital Strategy. Likewise, the ICT Policy establishes an applications inventory for the Federal Public Administration. Furthermore, it states that for the procurement and leasing of ICT, government institutions must obtain the assent of the Digital Government Unit.

This policy has generated efficiencies of over USD 500 million.[3] The innovative strategic procurement programme has sped up the procurement process by up to 70% of a normal acquisition time with better quality and price. With the last revision in February 2016, the administrative activities were reduce 30%, while the formats to be fulfil were reduce 40% and 30% of formats were systematised.

The ICT Policy also regulates matters concerning security information. In this regard, the Policy states that government institutions should establish an information

security governance model, which includes the designation of the person responsible for information security for each institution, and who will be responsible to operate the management system for security information.

In addition, also in 2014, the Federal Law of Telecommunications and Broadcasting was amended. The main purpose of the Telecommunications' Reform was to create a new legal, institutional, regulatory and competitive architecture in the area of telecommunications and broadcasting. Furthermore, the reform sought to create a framework based on principles of effectiveness, legal certainty, promoting competition, efficient regulation, digital social inclusion, independence, transparency and accountability. The objective was to benefit everyone through the provision of ICT accessibility, including access to broadband services, as well as enabling the conditions for ICT services and fair competition in broadcasting's fair competition. As a result, this policy would increase the number of users and improve both quality and price conditions. The reform grants benefits to the entire country by making access to ICTs, broadcasting and telecommunication services, including broadband Internet, a human right.

First results of the 2013 Telecommunications reform are: can already be seen:

- In 2015, Mexico rose 10 positions in the World Economic Forum's Network Readiness Index.
- From 2012 to 2014, the wireless broadband subscriptions almost doubled, from 23% to 43% (ENDUTIH, 2015).
- In two years, prices of telecom services have decreased drastically.
- In two years, the telecom sector GDP grew twice as much as that of the national economy and attracted approximately USD 9 billion in investments (ENDUTIH, 2015).

As a result of the Telecommunications Reform, the State is responsible for guaranteeing the integration of citizens into the information and knowledge society. This is accomplished through article 6 of the Constitution of the United Mexican States, which establishes the right to universal digital inclusion. This right will be secured centrally by the Federal Executive, through the Secretariat of Communications and Transportation, by way of the policy of digital inclusion (tenth article, fourth of the reform). The reform also corresponds to the Federal Telecommunications Institute (IFT), guaranteeing the right of access to electronic media (paragraph fourteen of Article 28 of the Constitution).

After the implementation of the reform, the IFT became a legally autonomous agency. The objective of the IFT is the efficient development of broadcasting and telecommunications, in accordance with the Constitution.

As a result of these reforms, Mexico has implemented an ambitious strategy to build a Digital Mexico whereby technology and innovation contribute to achieve sustainable development and deliver public value.

Additionally, under the National Development Plan (2013-2018) presented by the President in May 2013, the Programme for a Close and Modern Government (August 2013) mandates for the creation of a National Digital Strategy as its fifth objective. Such objective was fulfilled in November 2013, when the National Digital Strategy, which aims to promote the adoption and development of information and

communication technologies, was presented. Consequently, and for the first time ever, a National Digital Strategy Co-ordination was created under the Office of the President to guarantee horizontal co-ordination and collaboration of all federal government agencies to effectively insert Mexico into the Information Society.[4]

The National Digital Strategy was developed to meet the need to harness the potential of ICTs as a catalyst for the country's development. The main purpose of the strategy is to maximise ICTs' economic, social and political impact to improve the well-being of people.

In addition to the above reforms, Mexico created the Interministerial Commission for Digital Government Development in December 2005. The Commission is a strategic body whose objective is to promote and strengthen the use and development of information technology and communications (ICT) in the Federal Public Administration. Furthermore, the Commission established co-ordination mechanisms among governments, ministries and agencies, and participating groups in the Mexican ICT government model.

Also, Mexico leads the eLAC, which is a plan of action for Latin America and the Caribbean in line with the Millennium Development Goals and the World Summit on the Information Society (WSIS). The long-term vision of eLac – towards 2015 – states that ICTs are tools for economic development and social inclusion. The United Nations Economic Commission for Latin America and the Caribbean (ECLAC) acts as the Technical Secretariat of this regional action plan, monitoring advances, publishing information bulletins and exchanging information among the stakeholders.

Mexico is also an active member in the Network of e-Government Leaders of Latin America and the Caribbean (RED GEALC), which promotes horizontal co-operation between the countries of Latin America and the Caribbean and facilitates the exchange of solutions and experts between the two regions. The IX Annual Meeting of RED GEALC was held in Mexico City on from 26-27 October 2015. This meeting, organised by the Government of Mexico, the Organization of American States (OAS) and the Inter-American Development Bank (IADB), had the objective to bring together e-government authorities of the countries of Latin America and the Caribbean to address regional issues, learn about global trends in the field and share experiences.

Open government

Mexico is one of the eight founding governments of the Open Government Partnership (OGP) and became the first Latin American nation to chair the OGP in September 2014. In Mexico, the OGP has become a space for dialogue and exchange of ideas that allows the government – in collaboration with civil society – to take on commitments linked to the four principles (transparency, accountability, citizen participation, and technology and innovation) of Open Government and with the potential to transform people's quality of life.

The 2013-2015 Action Plan (PA15) is the result of an open and collaborative processes between civil society, academia, entrepreneurs, experts and government officials. The process of formulating the PA15 is evidence that the participation and collaboration of citizens in public affairs allows the identification of commitments to meet citizens' demands, aimed at generating impacts of high public value and potential to improve the conditions and quality of lives of Mexicans. From this

process, Mexico has identified the following five key topics for the country's development:

- Government focused on citizens
- Open and collaborative federal budget
- Open data for development
- Citizen empowerment and participation
- Transparent governance in the use of natural resources

The execution of the PA15 is guided by a methodology that includes monitoring and evaluation as well as the development of work plans for each of the commitments agreed between government officials and civil society organisations (CSOs), who will establish targets and indicators for each semester.

At the High Level Event of the OGP, held on 27 September 2015, members subscribed the "Joint Declaration on Open Government for the Implementation of the 2030 Agenda for Sustainable Development", which committed governments to promote public access to timely and disaggregated information and open data.

Innovative policy design for inclusive growth

Key initiatives

The MPF (Ministerio Público Federal) is in charge of designing the strategy to fulfil this commitment contained within the Programme for a Close and Modern Government 2013-2018 (PCMG). To do so, the MPF published the Annual Guide of Civic Participation for the first time in 2015, which serves as the main strategy document as well as explains the methodology and criteria necessary to develop the Exercises of Civic Participation, which feed into policy design. Moreover, the Ministry of Government is currently working on several consultations, both inside government and with civil society, to develop guidelines for the Mexican Government in terms of civic participation in the design of public policies.

In addition, in November 2015, the Ministry of Public Administration (MPA) signed a collaboration agreement with the National Governors' Conference (CONAGO) to co-ordinate specific actions on ethics, transparency and fighting corruption. Through this instrument, local governments pledged to generate the declaration of conflict of interest in state and municipal officials; establish ethics committees at local and municipal levels; have lists of local and municipal public servants involved in public procurement; and add transparency to the list of providers that identify any irregularities that have incurred in local and municipal contracts.

Likewise, with the publication of the PGCM, the MPA implemented cross-government policies on Targeted Transparency, aimed to improve citizen decision-making to transparent the use of public resources, to simplify government procedures, to reduce information asymmetries, to promote and safeguard human rights and to strengthen the accountability from the government. A Targeted Transparency Guide is issued annually, which promotes actions to identify, generate, process, organise, publish and proactively disseminate useful information through institutional webpages and through other means from agencies of the Federal Public Administration towards its strategic audiences and the general population.

The design of recent policies have also benefitted from whole of government approaches. In 2014, the Government amended Article 6 of the Constitution. After that, in May 2015, the Federal Executive promulgated the General Law of Transparency and Access to the Public Information, as an instrument that:

1. Establishes the right of access to information for everyone, in order to achieve the goals of increase transparency and accountability.
2. Requires State branches, government levels, autonomous agencies, political parties, trusts and public funds, as well as any individual company or union who receives and exercises public resources or perform acts of authority, to make transparent public information in their possession.
3. Sets the foundation for co-operation between the institutions that constitute the National System of Transparency, Access to Public Information and Data Protection.
4. Establishes the general principles for the granting of approval for local laws and procedures.
5. Regulates sanctions for public officers who hide, make public information unusable or deliberately deny public information.
6. Extends the obligation to publish public information and ensures accessibility, availability and validity.
7. Increases the requirements to classify information.

To implement this new law, co-ordination between government bodies, political parties and various public and private sector bodies will be required to provide and assemble the information.

Approved by the National Congress and Local Congresses, the National Anticorruption System (SNA) was promulgated by the Federal Executive in May 2015. Its main objective is to inhibit and punish acts of corruption committed by government officers and employers of the private sector across the nation. The SNA also grants powers to the Supreme Audit of the Federation to monitor public resources and the Federal Court of Administrative Justice to punish public officers and individuals who participate in corruption. To create this national system, co-ordination between authorities at every level of government and the involvement of citizens through the Committee of Civic Participation is necessary.

Public sector innovation

A culture of innovation has been fostered inside institutions of Federal Government to identify innovative solutions to institutional challenges, by means of creative thinking processes. A "Guide to Innovation" was released on December 2014, and deployed in 2015. The guide was implemented in accordance with the actions contained within the Programme for Close and Modern Government 2013-2018 (described above). As of 2016, emphasis is now being placed on sectoral challenges and opportunities arising from structural reforms, sectoral programmes and President's Executive Orders.

Some examples of collaborative innovation using creative thinking processes are the review of the Citizen Satisfaction Survey on services and procedures offered by

Federal Government agencies (described below), and the deployment of a Focus Group to enhance the 2016 Annual Guide of Civic Participation.

Improving the delivery of services for and with citizens

Key initiatives

The Mexican Government has passed several reforms to increase the capacity of the civil service to delivery programmes and policies. To strengthen the civil service, the government passed the Professional Career Service Law regulation in 2003. Through this law, several regulations were passed in 2010, which include the Dispositions on Human Resources and Professional Service Career, the Administrative Manual of General Application on Human Resources and Organisation and the Manual of the Professional Career Service. These regulations establish the rules for hiring, developing and evaluating the performance of civil servants.

Core values of the civil service

The government has also implemented a number of reforms that seek to address the core values of the civil service. In 2014, general guidelines were implemented with the goal of establishing permanent actions that will ensure public servants discharge their duties with integrity and ethical behaviour.

Furthermore, currently 97% of federal institutions have a Code of Conduct and an Ethics Committee established. The Ethics Committee is an advisory body formed within federal institutions that meets periodically and is focused on promoting actions in favour of integrity and ethical behaviour in the public service. The goal of the committee is to encourage self-regulation in the Federal Public Administration and prevention of corruption.

These committees, operating inside each institution of the Federal Public Administration, work to provide consulting and specialised assessment. The Committees also support the application of Behaviour Codes, which are instruments issued by the chief of the institution to guide the performance of civil servants within their functions when certain situations are presented.

Moreover, every institution built its own Ethics Committee, which is composed by Chief Information Officer accompanied by a deputy who participates with right to voice and vote. The committee president designates an Executive Secretary and deputy and members of the committee are elected each year. These public servants must have a minimum seniority of one year.

Through 2014, on average, institutions fulfilled 94% of their goals stated in Integrity and Ethics Regulations.[5] On 13 November 2014, the II Exchange Experiences of Ethics Committees Congress was organised with the objective to share and learn best practices of Ethics Committees in different institutions to improve the actions and performance of each committee.

To strengthen the values of public service, the regulatory framework for ethics in the Federal Public Administration has been recently reformed. These reforms are being implemented by the Ministry of Public Administration (SFP) under the direction of the Eight Executive Actions mandated by the President (described above) to prevent corruption and avoid potential conflicts of interest.

As part of these actions, in August 2015, the Ministry of Public Administration published the Agreement that issued new Code of Ethics as well as new Integrity Rules in the Official Gazette, both of which govern the conduct of federal public servants. The new Integrity Rules set behaviour requirements in 12 areas of public performance: respectful treatment to the public, provision of transparency, and appropriate use of resources. These rules intend to provide guidance and certainty to the ethical behaviour expected of public servants and is provided through the Committees on Ethics and Prevention of Conflicts of Interest. The observance of integrity rules correspond to the Committees on Ethics and Prevention of Conflicts of Interest of each institution, developing a system to have criteria, precedents and best practices in public practice.

Regarding the values contained in the new Code of Ethics, the Ministry of Public Administration offers the course on "culture of lawfulness for public servants", which aims at make public servants aware of the importance of the legal framework in a state of law. This course is conducted at the request of the government agencies, according to the training programmes that have been defined for their staff. Throughout 2015, the course has been imparted eight times, training 128 public servants.

In short, these rules ultimately provide guidance and certainty about the ethical behaviour expected from public servants.[6]

Similarly, Mexico has developed rules to guide public servants when dealing with contracts and procurement. The "Agreement establishing the protocol is issued on public contracts, granting and renewal of licenses, permits, licenses and concessions" was published in 2013 and aims to establish rules for granting various government contracts, business transactions related to those procedures.

This agreement let to stronger laws and eliminated pathways to corruption. Moreover, the agreement established contact protocols between citizens and public servant who are responsible of the procedures in public contracts and for the license or obligations to present declarations of conflict of interest. This declaration shall be made upon entering a federal public office, updated annually or at any time a public servant considers that a possible conflict of interest in its responsibility could occur. This action was taken by the Ministry of Public Administration, in accordance with the instructions of the President in the 8 actions against corruption, and applies 206 000 public servants belonging to about 350 institutions of the Federal Public Administration.

Within this instrument, the Federal Government established a mechanism that help to verify Declarations of Conflict of Interest as well as equivalent documents provided by citizens saying they have some business relations or personal relationships with civil servants in higher levels or who are directly involved in government contracts. Moreover, new rules were issued for the disclosure of assets and potential conflict of interest, which apply to the President, Secretaries of State, Attorney General's Office, holders of state-owned enterprises and decentralised. As well, all public servants are required to present the disclosure previously mentioned.

Additionally, in November 2015, the Ministry of Public Administration is established the Specialised Unit in Ethics and Conflict of Interest Prevention. This unit will design and implement policies, rules and instruments to promote actions in

favour of integrity and to prevent conflicts of interest in the Federal Public Administration through the development of continuous recommendations.

Likewise, since 2010, the Unit of Policies for the Improvement of Public Management (UPMGP) in the Ministry of Public Administration conducts a half-year Citizen Satisfaction Survey through the Ministry´s network of Internal Control Bodies. This survey asks citizens how satisfied they are with services and procedures offered by Federal Government agencies. Once citizens conclude a procedure or receive a service, they are invited to complete an exit survey which aim is to identify areas for improvement regarding, among others:

- Response time
- Public servant´s treatment of citizens
- Public servant´s knowledge, skills and honesty
- Good condition of facilities
- Incidents of prejudice and discrimination observed

In accordance with the requirements contained within the Programme for a Close and Modern Government 2013-2018 (PCMG), a review of the Citizen Satisfaction survey was started in 2015. This review was in follow-up to Objective 4 of the PCMG ("Improve public management of Federal Government") and two PCMG strategies (Strategy 4.1 "Transform processes of federal agencies" and Strategy 4.5 "Simplify and streamline regulation of federal agencies for an efficient operation"). To this end, officials of the UPMGP, personnel of some Internal Control Bodies, and experts from the Centre for Research and Teaching of Economics (CIDE) formed a multidisciplinary team. With the results of the review and the recommendations arising from the work team, it is expected to deploy a more accurate and representative survey during 2016 and in the years ahead.

Gender balance

The National Development Plan (NDP) 2013-2018, through its cross-cutting Gender Perspective strategy, establishes the Government commitment to ensuring the equality of opportunities between all people. In response, the National Programme for Equal Opportunities and Non-Discrimination against Women, PROIGUALDAD 2013-2018 has been created to comply with the obligation under the NDP to implement the programme in all government programmes, actions and policies. Throughout six cross-cutting objectives, this programme provides general and specific strategies and lines of action that must be followed by the agencies of the Federal Public Administration for the purposes of achieving substantive equality between women and men in corresponding areas. The LSPC (described below) establishes the principle of Gender Equality, by which equality of opportunity is promoted for anyone regardless of gender.

Changes promoted by Mexican Government regarding cross-cutting issue of gender in national planning and in public policies have guaranteed the respect of women rights. Moreover, the Government has committed to some international conventions, such the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) and the Inter-American Convention on the Prevention, Punishment and Eradication of Violence Against Women (Convention of Belem do Para).

In this context, the six cross-cutting objectives of PROIGUALDAD are related with the five goals in Mexican National Developing Plan, responding to the strategic goals of the gender agenda, which are common point for public policies and governmental actions through next years. These objectives are:

- Objective 1: Reach substantive equality between women and men, and generate a respectful cultural change of women rights.
- Objective 2: Prevention, attention, punishment and eradication of violence against women and girls, and to guarantee access to an effective justice.
- Objective 3: Promote women's access to a paid work, decent employment and productive resources in an equal framework.
- Objective 4: Strengthen women capacities to participate actively in social development and reach welfare.
- Objective 5: Generate safe and friendly environments of familiar and social conviviality, free time activities and safe mobility for women and girls.
- Objective 6: Incorporate policies of gender equality in three government levels and strengthen institutionalisation within the organisational culture.

Moreover, the Law on Professional Career Service in the Federal Public Administration (LSPC) provides equal opportunity access to the public service, based on the principles of merit-based competition, gender equality and equity. The equity principle prevents discrimination based on age, race or ethnicity, health status, different capacities, religion or creed, marital status, social status or political origin.

In addition, the Employment Equality and Non-discrimination Rule (NMX-R-025-SCFI-2015) is a mechanism to recognise public, private and third sector workplaces that have practices on gender equality and non-discrimination.

Federal regulation establishes requirements for public work – both private and social and of any activity and size – that implement and execute practices for labour equality and non-discrimination, which favour integral development for workers. The goal is to establish a fixed basis for public work that recognises processes and practices in favour of labour equality and non-discrimination. For this regulation, the main principles are:

- Decent employment.
- Architectural accessibility.
- Access to goods and institutional resources.
- Communication of opportunities in an equal way for everybody, taking into account formation in working areas.

Strengthening accountability through better performance management and evaluation

Key initiatives

As mentioned previously, the Mexican Government has implemented performance management rules in the Professional Career Service Regulation (2003). This regulation establishes clear parameters to evaluate the performance of public

servants in the fulfilment of objectives as well as to measure the aggregate value in benefit of the administrative unit to which the public servant belongs. To strengthen its accountability systems, Mexico has developed the following reforms for the purposes of improving the integrity, ethic and commitment of public servants and to recover the trust of citizenship in government institutions.

First, in May 2014, the Federal Government issued a decree which reforms the National Anti-Corruption System and amends several articles of the Mexican Constitution. With this reform, Mexico has substantially improved the fighting against corruption being the frame work to:

1. Implement rules, sanctions and instruments processes and procedures to avoid corruption and situations of conflict of interest that derived from an unethical behaviour of public servants.
2. Strengthen the balance of powers by granting the Superior Audit of the Federation the power to permanently and directly monitor the source of public resources spending at the Federal level and in co-ordination with local controlling. Furthermore, the Federal Court of Administrative Justice is granted the autonomy and responsibility to punish those public servants and individuals that participate in corruption.
3. Co-ordination between authorities of every level of government with duties to prevent, detect and sanction administrative responsibilities and acts of corruption, as well as with inspection and control duties for public resources.
4. Involve citizens through the Committee of Civic Participation so that they can participate in the designing of integral policies against corruption.

In addition, in May 2015, the General Law of Transparency and Access to Public Information was established by decree, altering the Mexican Constitution. This new law promotes transparency and accountability through established the right of access to government information for all Mexican citizens. This decree makes effective, in the whole country, the human right of access to information.

The law is a result of a joined up government approach between the Mexican Government, Senators and Deputies of the LXII Legislature, the National Institute of Transparency, Access to the Information and Protection of Personal Data and civil society organisations. The law promotes transparency and accountability through the following provision:

1. Political leaders, government institutions, self-governing bodies, political parties, trusts, public funds as well as any individual, entities and unions that receive and allocate public resources or carry out acts of authority have the obligation to clear the public information under their control.
2. Creates the National System of Transparency, Access to Public Information and Protection of Personal Data. This system establishes the basis of collaboration between the National Guarantor Institute, the Guarantor Bodies in the Mexican States, the Superior Audit of the Federation, the General Archive of the Nation and the National Institute of Statistics and Geography.
3. Harmonises the principles, criteria and procedures of access to the information in Mexico.

4. Expands the obligation of public information and assures its access, availability and validity throughout the National Platform of Transparency.
5. Rules the remedies and sanctions for public servants that hide, disable or deliberately deny public information.
6. Increases the requirements of reserving information.

The decree is an innovative instrument that recognising the value of access to the information as a right and places Mexico at the front lines of anti-corruption rules and regulations, marking the beginning of a new period in the history of transparency.

Furthermore, Mexico uses performance evaluations to assess employee performance. Performance evaluation is the method by which public servants are measured, both individually and collectively, regarding the qualitative and quantitative aspects of compliance with the functions and goals assigned to them. Assessments measure the skills, abilities and suitability of public servants for the position they occupy. One of the most important tools of the performance evaluation process is that it must occur through dialogues of development between the appraisers and appraised.

Identifying what works

The Mexican Government has signed Collaboration Agreements to encourage the exchange of good practices with prominent countries regarding transparency, integrity and prevention of conflicts of interest. As well, agreements have been signed with international organisations who provide advice regarding the mechanisms that have shown to produce excellent results at the global level.

For example, the Ministry of the Public Function is an important precedent-setter in this field. The Ministry signed an agreement with the Office of the United Nations against Drugs and Crimes (UNODC) for the implementation of Project MEXZ44, the "Systematisation of Good Local Practices in terms of Prevention of Corruption focused on Children".

Signed in 2014, the main purpose of this Agreement is to establish the framework for co-operation to implement a systematic project to identify local good practices in terms of prevention of corruption, with a focus on Children. The main objective is to generate a uniform and integral model of children education throughout didactical games, such as Snakes and Ladders, the Goose Game and Lottery, which focus on the prevention of corruption, the promotion of legality, transparency and accountability and the teaching of values such as respect, justice, honesty and co-responsibility that can be used nationwide.

As of today, the agreement has achieved the following important results:

1. The UNODC led the creation of a roundtable, along with several organisations and departments of the Federal Government. These include: UNICEF, UNESCO, SRE, SFP, Hidalgo (as co-ordinator of the Centro Golfo-Istmo Region), Puebla and Sinaloa (as National Co-ordinator, taking into account that working visits of experts of UNODC to the selected federal bodies will take place).
2. In the framework of the roundtable, the representative of the UNODC liaison office in Mexico identified the need of limiting the item of corruption, for the

purposes of establishing a strategy to implement a project of good practices to form good citizens as part of a participative democracy. The UNODC expects to widen the dialogue with the State Bodies of Control, which are responsible to verify and control the actions of the various dependences and entities that have public resources.

3. The United Nations Convention against Corruption has determined strategies to implement children education and fighting against corruption. Mexico will use these strategies to create standardised practices. This includes the establishment of a "Mexican Model", which includes information about what the federal administrative bodies have done to date, with particular reference to the gender approach.
4. On the recommendations of UNICEF, a relationship has been established with the Ministry of Education (MOE) for the purposes of reviewing the structures that already exist. Mexico identifies that it is essential to consider the experiences of the community and to link reforms to the existing General Law on Rights of Children and Teenagers.
5. The Ministry of Foreign Affairs (MFA) indicated that the actions that will be carried out in the framework of the Project will be reflected on an international level, in the context of the UN Convention against Corruption.

In November 2015, the MEXZ44 project was presented to the Conference of Members of the Convention of the United Nations against Corruption (UNCAC) in St. Petersburg Russia. The results of this project were published by the Ministry of the Public Function and the UNODC, which include the programme: *Prevention of corruption as a means for the construction of citizenship: Framework programme for the implementation of prevention of corruption strategies in the child population*.

More generally, Mexico has implemented a number of reforms that seek to identify what works. First, the Survey of Organisational Climate and Culture of the Federal Public Administration (ECCO) was implemented in 2002 on the initiative of the Presidency of the Republic. The purpose of this survey is to measure public servant's perception of certain factors that positively or negatively affect their performance, productivity, quality of the services and the image of the agency they work for. Results from the survey are used to improve the workplace, which seeks to improve public servant compliance with the institutional mission.

In addition, in 2014, co-ordination and collaboration agreements were signed to establish the "pilot programme for the national single window for formalities and government services", with the states of Colima and Jalisco, respectively.

To better deliver services, the website, gob.mx (described above) built the foundations for interoperability within the government to provide better public services. A key element of this programme is the development of a digital identity that allows citizens to access the service.

Continuing with digital innovations, the National Innovation Agents project of the National Digital Strategy was developed to create collaboration between the public sector and the civil society. The main objective of this programme is to boost Information and Communication Technology (ICT) projects to solve public issues through open innovation, design focused in the citizen, agile development and measure its impact. Through this strategy, Mexico has progress on projects related to:

- The quality of education
- Government transformation
- Universal health
- Public safety
- Digital economy

Mexico is also triggering innovation and entrepreneurship ecosystems to foster a digital economy that encourages an increase in productivity and the development of new digital businesses, products and services. Mexico is fostering the new digital goods and services market through investing MXN 727 million (USD 48.3 million) in developing the Programme for the Development of the Software Industry PROSOFT 3.0.

Notes

1 Email address is: alertavigilante@funcionpublica.gob.mx.

2 The government portal is called "CompraNet," which contains a register of social witnesses. It can be found at: https://compranet.funcionpublica.gob.mx/.

3 The $500M USD, are derived from the difference between the evaluation of the Digital Government Unit and contracts from the Entity in which the total amount of the contract is set. Everything consolidated on ICT Policy Tool.

4 Article 10, Office of the Presidency's Rules of Procedures.

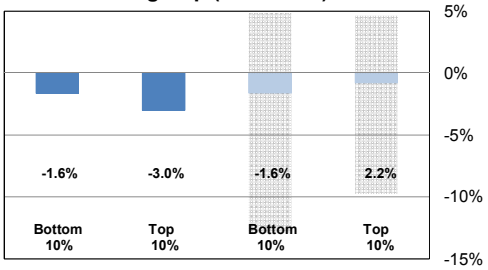
5 Information related to outcomes can found at: http://www.anticorrupcion.gob.mx.

6 For more information, see: www.funcionpublica.gob.mx/web/doctos/temas/acciones/acuerdo-codigo-etica-reglas-integridad-lineamientos-comites-eticas-conflicto-interes-dof-19082015.pdf.

Netherlands

NETHERLANDS: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

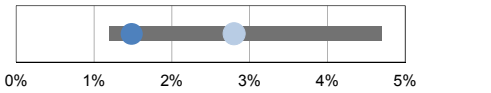
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

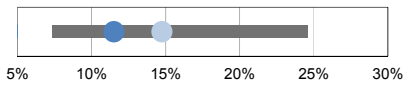
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background

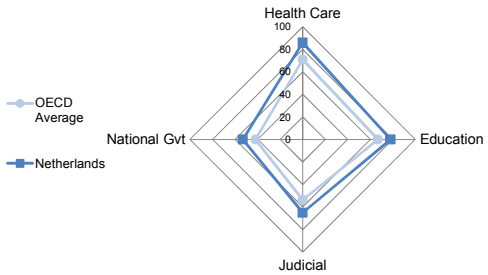


Source: OECD, PISA 2012 results: Excellence through equity, 2013

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

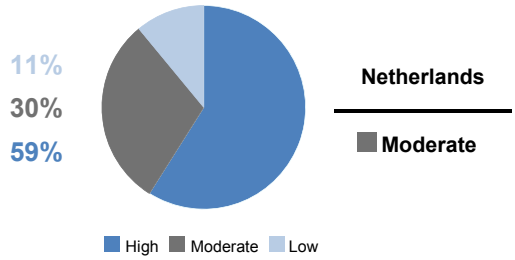
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

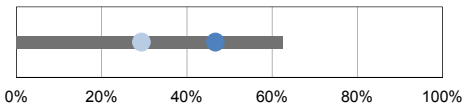
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

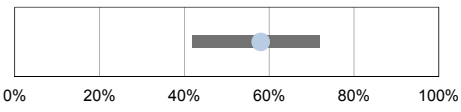
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

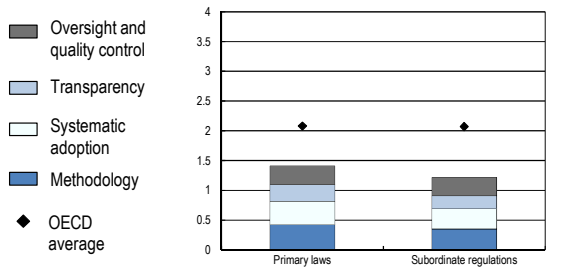
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

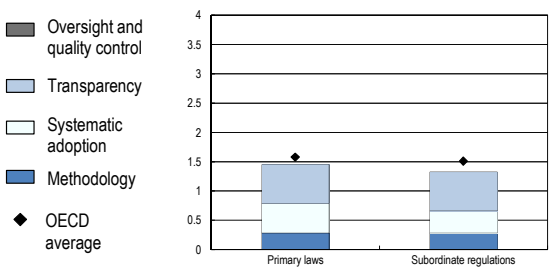
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

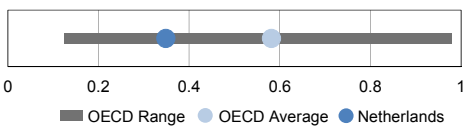
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

The Government of Netherlands believes that establishing a better connection with citizens is one of the necessary dimensions of modernisation. This requires that the state develops an information society that is characterised by less hierarchical relations between government and citizens. Society is becoming a network in which citizens increasingly take initiative and the government is one of the actors in this network. Citizens want a say in public policy making and government should connect to initiatives in society. Therefore, a more equal information system for citizens is crucial. Since government is an important supplier and user of information, new policies regarding openness, transparency and interaction are needed.

Regarding openness and transparency, the Netherlands is a member of the Open Government Partnership and published their second National Action Plan Open Government in December 2015. The plan was co-produced through public consultation initiated by the Ministry of Interior and Kingdom Relations, Dutch citizens, civil society organisations (CSOs), people from the commercial sector and government officials. The Action Plan sets out the action to take over the next two years, which are based on the three pillars of transparency, responsiveness and open access to information.

Importantly, the Action Plan identifies several actions, best practices and new developments that build on the first national action plan, which shows that the Netherlands is not starting from "square one". Rather, numerous organisations and individuals in many fields and jobs are working for several years already to make open government a reality in the Netherlands. This includes public bodies, such as local councils and government ministries, as well as universities and CSOs. The plan deliberately includes actions undertaken by CSOs, as they illustrate the broader trend towards open government and those organisations are themselves responsible for implementing and funding the actions.

The goals of the Action Plan are to create a system where government information is actively open for society. Through this, the Government wants to promote the co-production of policies together with citizens and foster a culture of openness for civil servants so that citizens know who to contact in order to easily find the information they need. The Open Government Expertise Center, financed by The Ministry of Interior and Kingdom Relations, will help governments in this shift to more openness and will support the lead implementing agencies of the national action plan.

The Government has also implemented a digital government strategy, aimed at better digital services for citizens. The ambition is that businesses and citizens will be able to interact with governments in a digital way by 2017. This goal has been elaborated in the Digital government 2017 vision paper, and accompanied an implementation agenda.

The new policy implies a digital by default approach, in which citizens will gain the right to interact with government in a digital way. A change of legislation is announced to embody this right. Actions comprise digitalisation from a user point of view (user centricity), improvement of accessibility and usability of digital services and the connection to (and use of) the generic digital infrastructure (GDI). The GDI

exist of services and standards which organisations can use to improve their services. It includes portals, authentication and a system of base registries

The Netherlands is focusing on proactive openness linked to civic participation.[1] For example, the municipality of Groningen abandoned their old advisory structures in order to create a network of 40 to 60 people who advice the municipality on a diverse range of subjects (usually in the social domain). Citizens must be properly informed at an early stage of the policy-making process and be given room to participate. It helps to reinforce the connection between government and citizens. However, there is still room for improvement, particularly with regard to the active publication of government information via various – online and offline – channels and the provision of access to open data.

In an effort to engage citizens and the voluntary sector, the Ministry of the Interior and Kingdom Relations introduced a concept of proactive solution driven approach to complaint, objection and appeal procedures. This places citizens at the heart of public services, and gives citizens a voice both during the preliminary phase of the decision–making process as well as during the handling of complaint and objection procedures. Through a proactive, solution driven approach, citizens are given a voice not only to share their opinions and concerns, but are also actively encouraged to submit their own creative suggestions and solutions how to combine their needs with public interests. It improves the communication between government and its citizens and strengthens their connection.

The Ministry of Justice and Security has developed a consultation tool to involve citizens in the legislation process. The online consultation tool is aimed at designing higher quality regulations and to better use of knowledge available in society. It informs citizens about draft legislation and allows to them to react on it. The Ministry of Justice and Security changes legislation where possible and will always publicise all remarks made and a reaction what has been done or why the reaction was not included.[2] The tool can be used for different kinds of legislation (acts, decrees, regulations) and policy proposals. The Council of Ministers has agreed to use the tool for legislation which has a significant impact on society.

Furthermore, the user-centric principle is used by various ministries in the development and improvement of digital services. For example, the Government developed the digital authentication service DigiD, which provides citizens with a username and password to grant access to hundreds of Dutch government websites. For certain sites, citizens are sent SMS messages as an extra verification step. DigiD improves efficiency for citizens by providing them with one single Internet log in to prove identity, as opposed to being forced to show identity cards, passports or driver's licences. In 2015 more than 200 mln DigiD authentications were done.

DigiD fully integrates services on government websites. For example, if a citizen needs access to municipal records they will be automatically directed to the DigiD login page where the citizen can identify themselves and be redirected back to the municipal webpage to complete the request. Dutch citizens living abroad can also apply for a DigiD login code.

Another platform developed on a user-centric principle is the eGovernment Mijnoverheid.nl (mygovernment.nl). The web platform gives citizens access to mail, personal data and public services, such as the taxes, the Land Registry, services for drivers, social security, employment services and municipal services. For example,

citizens will be sent a message reminding them to renew their driver's license or they can check whether or not they have been registered in a state or municipality after establishing residency there. This platform allows citizens to 24/7 access to government services by logging in with their DigiD identity.

The Government also actively involves the private sector in government processes, mainly through the Ministry of Economic Affairs but also through social partners like VNO-NCW (employer union). For instance, in 2012, the Dutch Government implemented the Top Sector Policy programme as a means of increasing competitiveness. The government and private sector collaborate to target sectors that have been identified as essential to meet the challenges of globalisations and which are both knowledge-intensive and export-oriented. Currently, the nine top sectors are: agriculture and food, chemistry, creative industry, energy, high tech systems and materials, life sciences and health, logistics, horticulture and starting materials and, finally, water.

In 2015, the World Economic Forum ranked the Netherlands as the fifth most competitive economy in the world. As part of this effort to remain competitive, the Government is investing in educational programmes attuned to demands in the job market to better develop and retain talent. This requires the joint effort of industry, science and government.[3]

Regarding inclusiveness, the digital government strategy (described above) contains the principle is "digital when possible and in person when needed". In accordance with the strategy, legislation is being prepared to give citizens the right to interact with public administration in a digital way. The policy contains provisions to establish support mechanism for citizens who are not able to use digital services, which include keeping some service counters and stimulating them to acquire basic skills. An example of this is the digitaalhulpplein.nl platform, where citizens can check their skills and find organisations that can help to increase their skills.

In addition, the government, private employers and labour unions have agreed to create extra jobs for people with a work-limiting disability. Under this agreement, the private sector has agreed to create 100 000 jobs by 2026 and the public sector has agreed to create 25 000 job by 2024, compared to 2013 numbers. In 2015 the first goal is 6 000 private sector jobs, and 3 000 public sector jobs. Yearly, these numbers are increasing, until the goals at 2016 (private sector) and at 2023 (public sector) are reached (Table 1). If, for instance, by the end of 2015, 6 000 private sector jobs or 3 000 public sector jobs have not been created, the government will enforce a quota for the private sector or the public sector to hire more work-limited individuals. The quote will require that employers with more than 25 employees are forced to hire a certain percentage of people with a handicap or illness. If this quota is not reached, the employer will incur a fine up to EUR 5 000 for every unused labour position from 2017 onwards. The government has committed themselves to a more ambitious goal compared to the private sector.

Table 1. Job agreement plan ("banenafspraak", in thousands)

Jobs agreement	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Public Sector	3.0	6.5	10.0	12.5	15.0	17.5	20.0	22.5	25.0	25.0	25.0	25.0	25.0
Private Sector	6.0	14.0	23.0	31.0	40.0	50.0	60.0	70.0	80.0	90.0	100.0	100.0	100.0
Total	9.0	20.5	33.0	43.5	55	67.5	80.0	92.5	105.0	115.0	125.0	125.0	125.0

In the midst of 2016, the job agreement 2015 will be known. Then the government will for the first time decide whether there will be a quota for the private sector or for the public sector.

Digital governance

At the national level, various ministries, government agencies and even ministers use various social media platforms, like Twitter, to communicate and interact with citizens. A good example would be the General Intelligence and Security Service (AIVD), who, in 2014, held an hour long consultation on Twitter to answer questions from citizens.

In addition, the Ministry of the Interior and Kingdom Relations has set up a community of professionals involved in digital services delivery in order to share experiences, methods and develop joint principles for optimal digital service delivery. Each government organisation responsible for optimising service delivery and involving customers can use these principles to reform their practices.

One of the promoted methods is the Net Promoter Score, which is a customer research tool that produces a clear and easily interpretable customer satisfaction score, which can be monitored over time. The method used is simple and is not too demanding for clients. It asks the question how likely it is that said person would recommend organisation X to a friend or co-worker (scale 0-10), the answers lead to a net promoter score which can be monitored over time. Follow-up questions are also applicable. It produces qualitative control information that can be used to improve service delivery.

Innovative policy design for inclusive growth

Key initiatives

At the national level, Dutch policies are already benefitting from a broad spectrum of policy instruments which help tackle the specific problems. For example, the Government uses an Integrated Assessment Framework ("Integraal AfwegingsKader", IAK) to determine the benefits and consequence of a regulation, justify government intervention and selecting the best choice of instruments. The framework forces policy and lawmakers to answer various questions like determining the exact problem, justifying government intervention, describing the consequences and objectively determine the target of said policy.

Regarding the use of joined up government, the Dutch Government has recently implemented reforms that use collaboration with other ministries and government

agencies. For example, the decentralisation of long term care, youth care and participation from central government to local government required (and still does) extensive co-operation between four departments – the Ministry of Social Affairs, the Ministry of Health, Welfare and Sport, the Ministry of Safety and Justice and the Ministry of the Interior and Kingdom Relations. Usually, the Centre of Government monitors the process, making sure the right documents are being discussed at the right time with regards to the cabinet and parliament.

In addition, the "Rijkswaterstaat", inside the Ministry of Infrastructure and the Environment, is the executive organisation that develops and manages the national infrastructure networks in order to ensure that the citizens are protected from the floods, have sufficient clean water and have smooth flow of transport on roads and waterways. Rijkswaterstaat is currently working on the programme "Room for the River", which utilises co-creation and collaboration with the national government, the regional, local and European authorities, as well as with citizens and NGOs in order to ensure a safe but also attractive living environment next to the river. In over 30 locations, initiatives are developed to protect the inhabitants against flooding and to improve spatial qualities.

More generally, the Dutch government has traditionally focused on fostering collaboration and agreement with the whole of government. This is institutionalised through regulatory practices, which manage the information stream to the cabinet and parliament. Thematic portals[4] are used, through which all (high level heads) of departments of central government participate, discuss official documents and safeguard interests of all stakeholders (e.g. the Ministry of Economic Affairs discusses topics related to Dutch companies, the Ministry of the Interior and Kingdom Relations discusses municipal issues, etc.) As part of this process, social partners and other stakeholders are consulted.

Public sector innovation

Innovation within the Netherlands is usually encouraged through a bottom-up process. Municipalities or other government institutions take it upon themselves to initiate innovative practices to cope with upcoming challenges. Therefore, there is no central public innovation strategy. However, central government facilitates the learning process by helping organise the "best government organisation of the year" election, through which agencies can present their innovative practices. In addition, through conferences, contact and other occasions, government agencies and other partners are brought together to interact and share innovations.

Improving the delivery of services for and with citizens

Key initiatives

In 2013, central government started a "reform agenda" with the objective of the same or even a better performance at a lower cost. Therefore the agenda has three goals:

1. Improving services for citizens, employers and institutions. For example, the central government has a digital agenda to improve its digital services and "inspections" by co-operating to reduce paperwork for companies.

2. Achieving greater efficiency by lowering the costs. For instance, this is accomplished by shared service organisations for departments and co-housing of organisations.
3. Reducing costs for staff and equipment.

The Government is currently implementing large budget cuts to reduce the size of the central government by 8% to 12% in 2018. The Minister for Housing and the Central Government Sector is on behalf of the Cabinet responsible for lowering personnel and material costs.

Strategic Human Resource Management central government 2020 was developed in 2012 in anticipation of the reform agenda in order to still be an appealing employer despite budget cuts. It sets ambitions with regards to mobility, number of women in top positions, jobs for people with a work limiting disability and more jobs in the lower wage regions, permanent education and including employees more in decision making.

In general, the Government recognises that change in civil service is usually incremental. However, the Government sees that more women are employed in public service and that the civil service becomes older, on average. Every government institution has its own HR policy and is therefore responsible for their own policies regarding diverse and inclusive civil service. On a broad spectrum, there is a check on budget allocated to personnel costs. In order to change (widen) this budget, the Ministry of the Interior and Kingdom Relations should be consulted in conjunction with the Ministry of Finance as to prevent wide-spread growth of costs associated with personnel.

Furthermore, trust in government is usually constant, but also heavily influenced by economic circumstances. As a result, it is difficult to measure the impact of individual initiatives. Currently, the Government identifies that the biggest influence on trust in government in the Netherlands is the debate about immigrants, the MH-17 plane disaster and the new tax relief.

Core values of the civil service

The Dutch government safeguards the core values of democracy. It does so with concern for the public good, integrity and with expert knowledge. Recently, the Code of Integrity has been adjusted and sent to Parliament. It sets the core values in order to safeguard democracy, including the concern for the public good, integrity and expert knowledge. Integrity and knowledge are frequently addressed and the senior civil service is expected to lead by example.

Gender balance

The Dutch government actively promotes the labour participation of women with the goal to make women (financially) independent, promote gender equality and create a more diversified work force. This is accomplished through general rules, such as removing barriers between labour and care for children, the ability to work part-time and contributing to child care the government. Also, the Government decreed that, by 2017, at least 30% of high level civil servants should be women.[5]

Strengthening accountability through better performance management and evaluation

Key initiatives

At the national level, the Dutch government uses multiple ways to evaluate policy and improve services. Independent Court of Audit to evaluate policies. In addition, every year a number of policy fields are intensively evaluated in a whole of government approach involving all stakeholders. As well, other independent institutions, like the Central Planning Agency, evaluate policy and measure impact. These institutions work separately from government to guarantee independence.

Performance management

The Dutch civil service has a highly developed capacity resulting from the high levels of education obtained by its workforce. The Netherlands fosters this by using educational budgets to allow public servants to seek training opportunities. Furthermore, service delivery is improved through performance reviews, whereby the manger and employee collectively set goals and results necessary to accomplish tasks. To complement this, the Dutch government is currently working on a standardised system of measuring performance for all central departments. These new measures will ensure that public servants are evaluated every year. Furthermore, mobility is actively encouraged between departments and level of government to widen the experience of public servants and broaden their perspective and skills.

With the goal of further improving performance management, the central government implemented the "Vensters voor bedrijfsvoering" (Mirrors for Operational management) programme, developed by a public institution[6] as a benchmark tool for government institutions to compare themselves with other similar organisations on the field of operational management, productivity and performance. Currently, 100 municipalities are using the instrument as well as 14 water boards and 4 provinces. The results are used for learning trajectories for participating government institutions.

The programme works by providing an overall picture from different angels or "windows". The programme measures, on the one hand, facts about performance and, on the other, the perception of managers and employees within the given organisation. This is accomplished through the use of an online questionnaire among employees.

Results can be viewed through the online reporting site or through a mobile management app. This allows institutions to compare facts with other organisations. The makers of the programme run interpretation discussions with management teams and learning circle meetings with other participants. Through these forums, results of the findings can be discussed and translated into learning and improvement processes.[7]

Identifying what works

In general, the central government uses policy evaluations to identify what can be done better. Furthermore, the central government promotes the sharing of best practices by holding elections, like best governmental organisation (discussed above) to create a spotlight for organisations to share their activities. Programme and policy

pilots are usually performed in a bottom-up fashion by individual organisations and later shared. It is up to individual organisation themselves to copy or apply useful practices.

Notes

1 For more examples, see: http://gemeentenvandetoekomst.nl/producten/10/1907/alles/sorteer.

2 For more information, see: https://www.overheid.nl/help/internetconsultatie/.

3 For more information, see: http://topsectoren.nl/english.

4 Currently examples of thematic portals are for instance Commission Work, Income, Healthcare and Education, Commission Economic Affairs, Infrastructure and Environment and more. From here on a select group of Ministers will discuss the same subjects (e.g. Council Work, Income, Healthcare and Education) after which it will be discussed in the weekly Cabinet meeting.

5 For more information, see: https://www.topvrouwen.nl/.

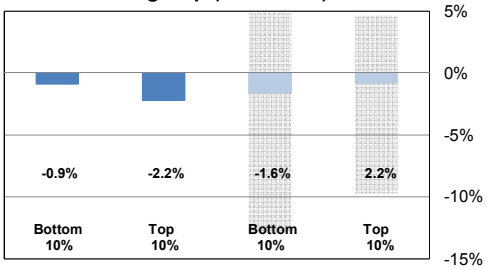
6 The tool is developed by public organisations (a consortium of various quality institutions, to be more exact: VGS, KING, ICTU, UvW, VIAG & FAMO who are all connected to municipalties. The benchmark is a yearly subscription for which a fee has to be paid depending on type of organisation and size. For more information, see: https://www.venstersvoorbedrijfsvoering.nl/.

7 For more information, see: www.venstersvoorbedrijfsvoering.nl/wat-is-vensters-voor-bedrijfsvoering/hoe-werkt-het/.

New Zealand

NEW ZEALAND: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

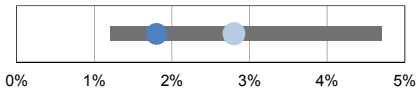
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

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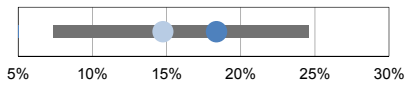
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

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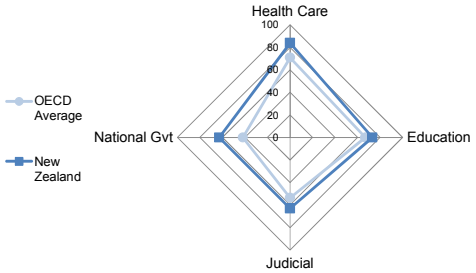


Source: OECD, PISA 2012 results: Excellence through equity, 2013

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

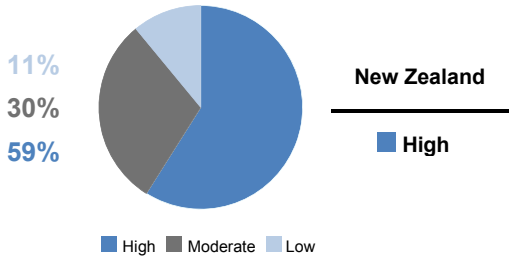
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

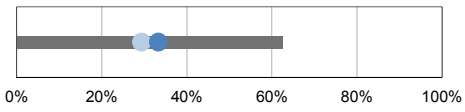
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

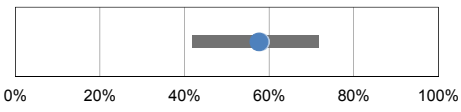
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

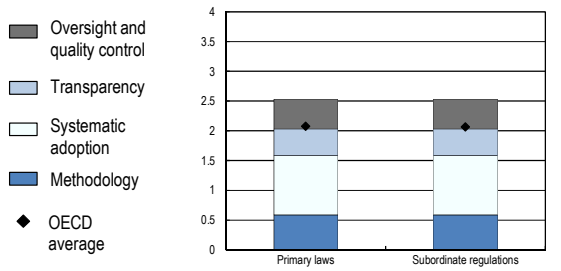
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

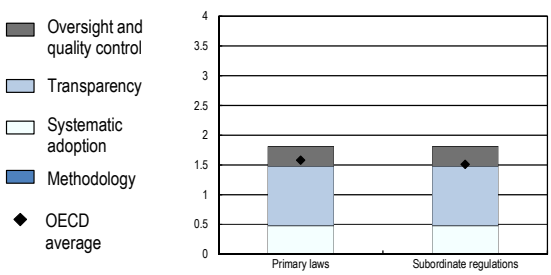
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

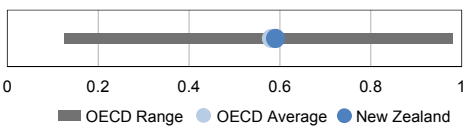
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

The New Zealand Government is using outreach and participatory work in an attempt to engender a more inclusive, customer-centric approach to service delivery and design. In this field, the Government developed the Result 10 Blueprint to enable government agencies to align their digital initiatives and to take a joined-up, citizen and customer-centred approach to the services provided by government. The overall goal is to improve New Zealanders' interactions with government.

The Blueprint serves as a means to redesign services and to better enable a citizen and customer voice in this redesign, by understanding their goals, wants and needs. Citizen and customer-centric research was important to the development of the Blueprint, as it helped to identify key targets and initiatives in the Blueprint. Research into the needs of New Zealanders transacting with government found that citizens and customers would be best served if the Government delivered more integrated services based on the key life events that require multiple public services such as births, getting a job, and becoming a senior.

In response to this research, New Zealand is developing a strategy that puts the citizen and customer at the centre of service integration, allowing them to take control of their information and for it to be shared across agencies when needed in a consent-based, privacy-protected, and transparent way. This initiative will require new incentives, including forms of governance and prioritisation for agencies working together to help citizens and customers and the building of further trust with citizens and customers, by providing efficient and secure systems for New Zealanders when they engage and transact with government.

To better integrate groups into the policy-making process, the Treasury released a Request for Information (RFI) in 2014 as a part of the Social Investment Approach (described below) for the 2015 Budget. The RFI asked about ways to help at-risk children and their families, specifically regarding:

- Effective ways of identifying and engaging the children and families most at risk of poor education, criminal justice and employment outcomes.
- How existing services or support could be improved to deliver better outcomes for the most at-risk children and their families.
- Issues not currently being addressed that affect at-risk children and their families.
- New interventions, services, or arrangements that could deliver better outcomes.

250 responses were received, the majority of which were from non-governmental organisations (NGOs), with some submissions also from frontline government workers, academics, businesses, and individuals. The New Zealand Government already engages with these people regularly, but the RFI process was designed to be a more formal process for getting citizens' ideas in front of Ministers. Further refinements will be made for future Budget processes, particularly thinking about when is the best point in the process for citizen engagement.

The Social Housing Reform Programme is building a dynamic social housing market that is more diverse, more responsive to tenants, provides better quality housing and services, and is more cost effective. The key change was made in April

2014 – namely, making the largest rent subsidies for vulnerable tenants available to non-government housing providers (these were previously paid only to one State-owned monopoly provider). The purchaser of social housing services (the Ministry of Social Development) is now focused on using evidence and data about what works for people with housing needs in order to purchase the services that provide the best outcomes. An important goal is to assist people to housing independence where that is appropriate for an individual or family.

The emphasis is now on increasing the supply and quality of social housing places and building the number and diversity of social housing providers in the market. This includes:

- Large scale redevelopments and community regeneration, such as Tāmaki in Auckland.
- Transfer of some government-owned social houses and the associated tenancies to community housing providers.
- Completion of a programme providing NZD 139 million of capital subsidies to community housing organisations to build 890 new units.
- Offering non-government providers contracts for up to 1 500 new social housing places in Auckland.
- Seeking a 20% share for social housing in the Government's programme to accelerate housing developments on vacant and underutilised Crown land in Auckland.

At the local level, the Government partners with the Whānau Ora Navigators, who are practitioners that work with whānau and families to identify needs and aspirations, support their participation in education, primary health and employment, and co-ordinate access to specialist services. The navigators are employed by local service providers that have formed collectives, with many local providers being run by local iwi. The programme is intended to assist families in achieving their goals and increasing their own participation in determining the services that they need.

The New Zealand Government seeks to continuously improve services through engaging with citizens. Specifically tailored to State services, the Government instituted the "better every day" approach,[1] which enables agencies to design and manage services around the needs of citizens in a joined up way so the customer experience is "better every day". This practical approach engages staff in changing how they work and develop leadership and management capability to continuously improve performance.

Drawing on international best practices, the State Services Commission's (SSC) Continuous Improvement Centre of Expertise developed the "better every day" approach with six partner agencies – Land Information New Zealand, the New Zealand Police, the New Zealand Customs Service, the Ministry of Business, Innovation and Employment, the Ministry for the Environment, Inland Revenue – and the Public Service Association.

The programme works through the SSC's continuous improvement coaches, who work alongside agencies to understand customer interactions, how work flows through their system, and where waste occurs. This information is used to challenge leadership thinking and change the way things are done to make improvements.

Knowledge and skills are transferred to agencies to build a learning culture of sustainable, system-wide continuous improvement using a common approach.

Through this customer-centric approach, the Government assists agencies to deliver services across traditional boundaries and contribute to a culture of sustainable, system-wide continuous improvement. Major improvements include:

- Customer experience: Services are designed around the customer, leading to more seamless and effective contact with government. Interactions are therefore more efficient and effective.
- Capability: The capability and leadership required to provide more effective customer services and a better citizen experience are embedded in the agency so it can continue to improve services well into the future.
- Capacity: By removing activity that does not add value, more capacity is generated. Teams are able to do more with less, and management decisions can be based on knowledge of performance to redirect resources to customer-facing activity.
- Quality is designed into processes: getting it right the first time generates efficiencies by avoiding costly rework and delays and improves the customer experience.
- People engagement: Decision making is driven closer to the customer. Teams are given the knowledge and skills to make changes that benefit the customer and, as a consequence, become more engaged with their role and organisation.
- Cost savings: Waste removed from processes can create capacity and/or improve quality, and save costs.

Innovative policy design for inclusive growth

Key initiatives

The New Zealand Government uses a Fiscal Policy Framework (Figure 1) to drive policy design. This framework differs from many other comparable countries as principles are legislated for, rather than mandatory targets. The Government must produce an annual fiscal strategy report which includes the long term objectives. As these objectives are developed by the Government, this allows for flexibility, particularly in relation to contextual changes, is highly transparent and avoids gaming, as they are self-imposed rules. Having flexible and transparent fiscal strategy creates a good base for public engagement and accountability on government set targets.

Figure 1. New Zealand's Fiscal Policy Framework



Furthermore, New Zealand uses budgetary appropriations to increase financial flexibility for allocating resources to where they are needed most. First, through multi-category appropriations (MCAs), the Government enables previously separate appropriations to be pooled together, so long as they contribute to a single overarching purpose. Resources can then be flexibly allocated within this overarching appropriation. Second, department appropriations – or "administration and use provisions" – can be used by any department as long as it is consistent with the purpose (scope) of the appropriation.

The Treasury has been developing an approach to the Budget to ensure that there is effective analysis and scrutiny over proposed initiatives, including aiming to have them assessed across votes that have similar outcomes and to make better use of data and analysis. The approach includes the use of budget work streams, social investment, cost benefit analysis (CBAx, described below), making the most of the Integrated Data Infrastructure (IDI, described below) and targeted population reviews. The budget work streams are based on broad sector groupings (such as Social, Capital, BGA, Other) so that the Treasury can better articulate sector outcomes/priorities and expectations, as well as better identify early on connections between agency proposals (if this has not already occurred). There have also been a number of measures to further increase transparency around the Budget, including consistent measurement of cost pressures being faced by government agencies, documentation of the current fiscal management approach that guides Budget decisions, and preparation for a new document that sets out in one place all of the new spending decisions made in the Budget.

To foster a whole of government approach to regulatory policy design, the Government expects agencies to take a proactive, lifecycle approach to the stewardship of the regulatory regimes within which they exercise administrative responsibilities. In April 2013, Cabinet agreed to a set of expectations for how the public sector manages regulation. The expectations outline how agencies should design and implement regulation. Under the expectations, agencies are required to assess the performance and condition of their regulatory regimes and identify problems, vulnerabilities, and opportunities for improvement. Where reform is required, agencies should not propose regulatory change without:

- Clearly identifying the policy or problem needing attention.
- Undertaking impact analysis to be sure that the proposed change is justified.

- Careful implementation planning – implementation needs to inform the policy development and appropriate review arrangements must be planned.

If an agency still wants to change regulation, it is a formal Cabinet requirement for them to undertake a Regulatory Impact Analysis (RIA). In New Zealand, the RIA process takes a systematic approach to policy analysis that includes presenting regulatory options. The RIA framework provides both a structure and process intended to assist policy advisors in undertaking that analysis. The RIA requirements currently apply to any proposal that:

- Considers options that involve creating, amending or repealing legislation (either primary legislation or disallowable instruments for the purposes of the Legislation Act 2012).
- Is expected to result in a Cabinet paper.

If the RIA requirements apply, then a Regulatory Impact Statement (RIS) will need to be completed. The RIS is a government agency document that provides an objective summary of its best advice to Ministers on the problem, objectives, analysis on the full range of practical options, and implementation issues. All RISs are published on Treasury and departmental websites. It discloses any key gaps, assumptions, dependencies or significant constraints, caveats or uncertainties in the analysis (e.g. if options have been constrained, the evidence base is weak, or there is a need for further work).

In addition, Government Bills are accompanied by a departmental disclosure statement which provides factual information about the policy background, development, and key features of the proposed legislation.

The New Zealand Government also makes use of data and analytics. In 2011, the Government developed the IDI, a world leading data infrastructure that combines information from a range of organisations (such as tax, health, justice and education data) to provide the insights government needs to improve social and economic outcomes for New Zealanders. The Treasury and other government agencies perform analysis within the IDI to gather insights from the data to inform the Government's policy decision making.

Access to the IDI for academic and non-government research is granted by the Government Statistician when they are satisfied the information will be used for research that is in the public interest. Research applicants must have the necessary qualifications and experience to use the integrated data.

In addition, in October 2015, the Treasury publicly released a CBA tool called CBAx to help government and non-government organisations to undertake CBA and impact analysis on a consistent basis to inform decisions, including ministerial budgetary decisions. CBAx contains a common database which helps agencies monetise impacts and do return on investment analysis. CBAx has been designed specifically with social sector agencies in mind, but can be used to help calculate return on investment for many policy instruments and options. The programme enables agencies to look 50 years out in their analysis.

CBAx will help shift conversations from "how much does it cost and can we afford it?" to also consider "what difference does it make and is it worth it?" Over time information can be improved, including where data sources can be connected across government to provide better information for particular population segments.[2]

CBAx was introduced as a budget requirement for all new social sector initiatives in Budget 2016. With over 80% of new initiatives undertaking CBAx, it is the first time that consistent, transparent, and comparable CBAs informed social sector budget decisions.

CBAx empowered agencies to undertake a CBA more quickly and consistently. As a result, agencies are changing how they consider impacts and evidence about a proposal, beyond their immediate sector. Agency policy, research/evaluation, and financial staff work more closely together. Assumptions and the evidence base are more transparent.

Improving the delivery of services for and with citizens

Key initiatives

The New Zealand Government utilises the Performance Improvement Framework (PIF) to strengthen their Public Service. The PIF is a future focussed review. It looks at the current state of an agency and how well placed it is to deal with the performance challenges that confront it in the medium-term. It looks at the areas where the agency needs to do the most work to make itself fit-for-purpose.

Overall, the PIF is a review tool designed to help Public Service agencies to better understand their performance across multiple dimensions, including finances, leadership, stewardship, and service delivery. External lead reviewers use the PIF to identify the performance challenges and to give chief executives and their senior leaders an understanding of where, and how they might lift performance over a multi-year horizon.

The PIF is routinely reviewed to ensure that it reflects the changing environment in which government departments operate. In 2015, the PIF was refreshed to better reflect how agencies are delivering on the reform agenda of Better Public Services, which calls for agencies to build and deliver their services around a clear understanding of their customers.

In addition, New Zealand developed the Leadership Capability Development and Deployment (LCDD) programme to execute the Government's leadership strategy in 2015. The programme was developed after a 2013 PIF review found that the system for leadership development across the Public Service had been weak and there was no identifiable pipeline of talent across the system. As a result, the State Sector Act was changed in 2013 to strengthen Public Service leadership at the system, sector and agency level. The LCDD is designed to enable State services and all agencies, big and small, to access great talent management and leadership development.

The vision of the LCDD is to develop leaders across the system who can anticipate and exceed the needs of New Zealanders. This will be accomplished by:

- Building a system culture over time by strengthening leadership across the State sector.
- Encouraging and supporting leaders to step into more challenging and complex roles.
- Supporting the move away from a Wellington-centric view of talent, encouraging diversity within and beyond the Public Service.

- Identifying, developing and deploying capability to priority areas.

The focus of the LCDD is on senior leaders, seeing them as "system assets" rather than "agency assets" in line with the need to work more collaboratively across the State services.

Through chief executive-led Career Boards, the Government is stewarding the development and deployment of our senior leaders to the areas that we need them most – either for delivery or to continue to develop them for more senior and complex roles. Career Boards are sector based and facilitate the movement of senior leaders for development, and chief executives are able to share ideas for the development of talented individuals in their agencies. Importantly, these Career Boards are enabling the SSC to compile, for the first time, a comprehensive picture of talent across the system. Career Boards have also identified credible successors for all key positions and ensure development plans are in place for those individuals.

Overall, the general focus is on building a strong infrastructure to allow data analytics to identify trends and predict talent risks in the future.

Gender balance

New Zealand has the lowest gender pay gap in the OECD for full-time employment, more women than ever are in paid employment, and women are achieving tertiary qualifications at a greater rate than men. However, there is more that can be done to improve the lives of New Zealand women and girls. For instance, New Zealand women are over-represented in minimum wage jobs or are trained and skilled in areas that do not match where employment is growing.

To address these issues, the New Zealand Government is actively encouraging girls to participate in education and training in high growth and high demand industries. We are encouraging girls to train in maths and science subjects and to consider a wider range of career options, including construction and ICT.

For instance, after the Canterbury earthquakes in 2010 and 2011, there was high demand for people to work in the rebuild of Christchurch and Canterbury. Even though women's employment had dropped more sharply than men's, women were not picking up these jobs. Ministry for Women research showed that women were not opposed to working on the rebuild but they saw these jobs as "jobs for men". Collaboration between the Ministry for Women, businesses, community and training providers in Canterbury took action to make the case to construction employers about the benefits of recruiting more women, raise the profile of women in trades so other women could see this was an option, and provide incentives for women to train in trades. As a result, the number of women working in construction in the Canterbury region increased from 3 000 at the end of 2012 to 8 300 in December 2015.

In addition, New Zealand is encouraging the development of our future women leaders through mentoring and sharing the stories of inspiring women leaders. Evidence indicates that gender balance in governance and leadership correlates with better decision-making, organisational resilience and performance, and economic and productivity gains. Through this initiative, the Government is sharing the stories of successful women to help inspire our emerging women leaders aged between 25 and 45, and to encourage them to take the next step in their careers.

The initiative was created as the Government recognised that there are many forms of leadership that women participate in, including community and voluntary roles. All women need the opportunity and encouragement to make the most of their skills and talents. By providing them an opportunity to share their stories of success, the Government is working to broaden the pipeline of women leaders.

In the private sector, the New Zealand Government is encouraging employers to recognise and reduce unconscious bias, provide more flexible working arrangements, and pathways to return to work after parental leave or career breaks. To support this, the Government has increased paid parental leave from 16 weeks in 2015 and to 18 weeks from 1 April 2016. The Government has provided the right to all workers to request flexible working arrangements. The Government recognises that that flexible work assists men and women to remain in the labour market and allows people to share the care for children or other dependents.

The Ministry for Women is collaborating with business leaders to help small and medium sized businesses in New Zealand to embed flexibility into their workplace culture, and engage with employees in ways that treat flexibility as the norm. Free workshops in three main centres will provide business owners with opportunities to learn from each other. A practice toolkit about how to make it happen will also be available.

Family-friendly work environments benefit employers by helping employees to maintain skill sets, and by supporting the retention of talented staff. Improving the retention of women, particularly in senior roles, may require us to change organisational practices so that men and women are able to fit their work responsibilities around their other life responsibilities. New Zealand recognises that the female labour force has the potential to address current and future skill shortages. When women prosper they can support themselves, improve their family and community wellbeing and contribute to the economic growth of New Zealand.

Last, New Zealand is taking steps to reduce violence against women. Since violence against women is preventable, the Government is taking a lead on building knowledge about preventing violence against Māori and Samoan women in New Zealand.

While primary prevention of violence against women is an emerging practice with a growing evidence base about what works, how it is observed, used or how effective it is in non-western contexts is less understood. Two recent pieces of research undertaken by the Ministry for Women bring the Māori perspectives and the Samoan perspectives, respectively, to the international knowledge base about what works to keep women safe from ever experiencing violence.

Strengthening accountability through better performance management and evaluation

Key initiatives

New Zealand does not have a systematic or comprehensive approach to evaluation, but there have been pockets of new practice. Three examples are the Social Policy Evaluation and Research Unit (SuPERU), the Investment Approach to welfare, and CBAx.

First, SuPERU is an autonomous Crown entity. Its purpose is to increase the use of evidence by people across the social sector so that they can make better decisions – about funding, policies or services – to improve the lives of New Zealanders, New Zealand's communities, families, and whanau. The SuPERU works across the wider social sector to:

- Promote informed debate on the key social issues for New Zealand, its families and whānau, and increase awareness about what works.
- Grow the quality, relevance and quantity of the evidence base in priority areas.
- Facilitate the use of evidence by sharing it and supporting its use in decision-making.

The SuPERU accomplishes these goals by:

- Influencing the social science system to do and fund relevant and useful research and evaluation, and to develop sustainable research assets and infrastructure to support good, accessible social science research.
- Commissioning, do or are commissioned to do, social science research and evaluation where there are critical gaps in the evidence base that are not being filled elsewhere.
- Activating knowledge by helping make this evidence easier to access and understand, by stimulating awareness of evidence, its importance, and actively supporting its use.

The SuPERU has developed evaluation standards and principles for social science research and evaluation. These are voluntary standards, but the aim is to encourage all government and non-government agencies to use them when they carry out, commission, or communicate social science research and evaluation – which will make research and evaluation more openly available and lift the standard and impact of the research and evaluation.

Second, the New Zealand Government created the Social Investment Approach to improve the lives of New Zealanders by applying rigour and evidence-based investment practices to social services. The programme utilises information and technology to better understand the people who need public services and what works, then adjust the services and investment decisions accordingly.

The overall goal of the approach is to achieve better long-term results for people so that they can become more independent. This should also reduce the number of citizens on social assistance.

The approach works by first identifying who are in need of better results. This is done by collecting and analysing data from people's experience with services. For example, case studies into helping children at risk of poor outcomes as young adults and helping former recipients of unemployment benefits stay in work were conducted using the social investment approach.[3] Currently, a number of initiatives are underway to more systematically collect and analyse data to improve outcomes, including: enjoying economic opportunity; engaging and achieving in education; maintaining good health; and enjoying safety and security.

Next, the approach looks at what are the best ways to get results. The Government reviews services, seeing where they can be improved and where

innovation can achieve bigger breakthroughs. To help with this, the Government partners with not-for-profit and private sector providers to assist government agencies in delivering services. The new CBAx (described above) helps the Government to compare "apples-to-apples", finding international best practices that work and show a return-on-investment in order to compare policy solutions.

As part of the social investment approach, results of policies and programmes must be measurable. Government agencies partner with public sector organisations, such as SuPERU, and outside partners to conduct systematic evaluation of services to understand their effectiveness.

Last, the Treasury publicly released CBAx (described above) in October 2015 to help government and non-government organisations undertake CBA and impact analysis on a consistent basis to inform decisions, including ministerial budgetary decisions.

Notes

1 For more information, see: https://www.ssc.govt.nz/continuous-improvement-state-services

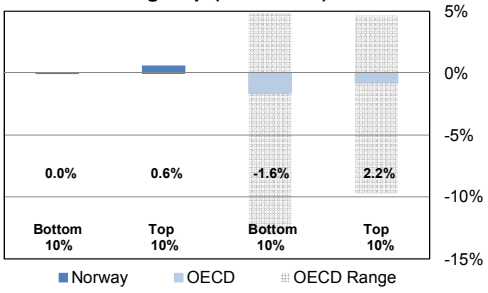
2 For more information, see: www.treasury.govt.nz/publications/guidance/planning/costbenefitanalysis/cbax

3 For more information, see: http://www.treasury.govt.nz/statesector/socialinvestment/casestudies

Norway

NORWAY: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

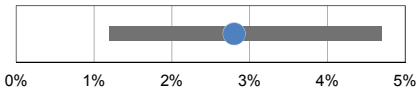
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

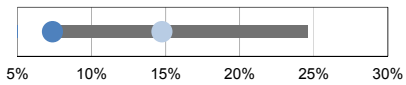
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



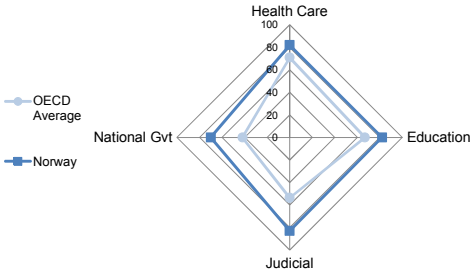
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average Norway

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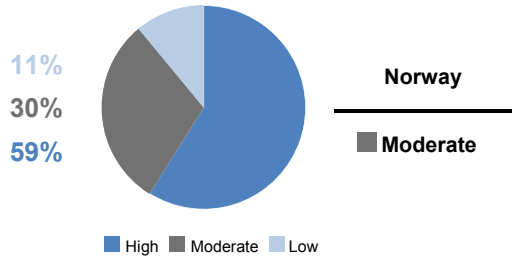
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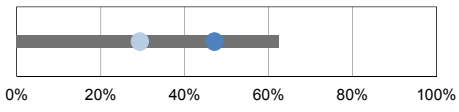
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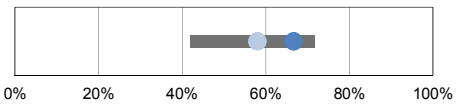
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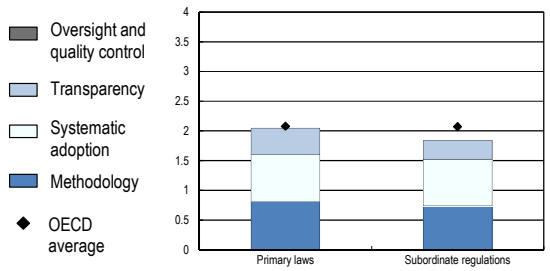
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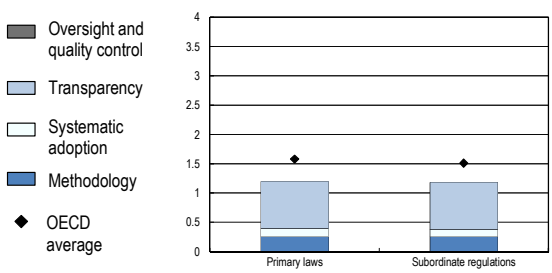
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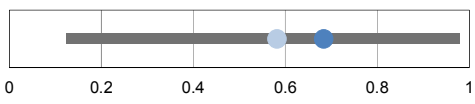
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OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

In terms of an inclusive growth agenda, results for citizen's satisfaction and confidence with healthcare, education, the judicial system and the national government are all above the OECD average in Norway. The country also scores positively with regards to changes in disposable income by income groups. Norway also scores close to OECD average in regards to access to health care and scores best in terms of equity in learning outcomes. In line with the Nordic approach, Norway is above average for results regarding gender balance. These results testify for the capacity of inclusiveness of the public institutions and the governance approach in the country. However, Norway, similar to some other European countries, has seen its average score in mathematics in PISA go down, and they are now slightly below OECD average (OECD, 2015).

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

A clearly stated ambition of the present Norwegian Government is to handle changes in society quicker and to adapt better to users' needs. Citizens and businesses should get faster and better services and support from the public sector. Here are a few examples of recent initiatives aimed at including the interests both of citizens at large and of specific users:

The Norwegian government launched a new version of "The Instructions for Official Studies and Reports" on 1 March 2016. This new order emphasises that relevant stakeholders should be involved early in the case handling process. The standard requirement of involving interested parties is applicable for both public user groups, private stakeholders and other parts of the public service. The new version of the instructions is also simpler and easier to understand and to follow than the former one.

A plain language project was launched in 2013. Surveys have revealed that two out of three Norwegians have the impression that the public sector does not write in plain language and that public forms are difficult to complete. In the course of the last two years, the project has been expanded to even include the municipalities. The Government has also launched a "side-project" called "Plain acts for the citizens". In this latter project, four concrete new acts have been, or will be, examined and written in plain language. As an example, in a new act concerning military personnel, four former acts have been merged into one. At the same time, the number of articles has been greatly reduced and the language is much simpler, without losing anything in precision and correctness. In these ongoing efforts to write laws, letters, forms etc. in a plain and more easily understandable language, relevant representatives of citizens are invited to take part in the process and their feedback has been of great importance.

Involving citizens and stakeholders

In 2015, the Government instructed all government agencies to hunt and remove so called "citizen relevant time thieves". This instruction was implemented as a common objective included in every allocation letter from all ministries. Several hundred relevant issues and actions were identified and are now being dealt with (described in more detail below).

In 2016, the Government instructed all government agencies to map how their users (citizens, the business sector, NGOs and the municipalities) experience the agency, and, if necessary, take action and make their services more user-friendly, also in innovative ways. This was implemented as a common objective included in every allocation letter from all ministries to their agencies.

The third Open Government Partnership (OGP) Action Plan for Norway is now in progress. It is being developed by the ministries in co-operation with the Norwegian OGP Council, an advisory body with appointed representatives from the civil society. The action plan seeks to expand transparency and openness in the public sector through prioritising actions for increasing public integrity, more effectively managing public resources and increase corporate accountability.

Through the project "If the patient could decide - examination for suspected breast cancer", Oslo University Hospital succeeded in reducing the waiting time for making a diagnosis of breast cancer by 90%. Patient participation and design methodology was used to guide the hospital through their efforts to find a new assessment process. The patients' interests were systematically taken into account throughout the whole examination process. The time women had to wait from their first referral to a final assessment was made could be as long as 12 weeks. Oslo University Hospital has now managed to alter their examination process so that the whole process has been reduced, in many cases from 12 weeks to less than 1 week.

Innovative policy design for inclusive growth

Key initiatives

In a modern society, there are a number of complex issues where joint efforts from several public bodies and services are necessary to be able to deal with them in an efficient way. For example, in recent years, there has been considerable concern as to how hospital care and primary health care can be co-ordinated to function as one united health system at the point of care and secure efficient use of resources according to patient needs. In Norway, specialised health services are owned and financed at state level and organised and delivered at regional level, while primary health services including long term care is organised and delivered at municipal level.

To ensure integrated care, a national reform programme for better co-operation and co-ordination between all involved parties has been implemented. A mix of different instruments has been applied to achieve the goals of this reform. This includes revised regulations, the use of agreements between health trusts and municipalities and strengthened financial incentives to support municipalities in their effort to strengthen capacity and quality in primary health services. Not least important is to ensure that essential patient information is exchanged efficiently and securely between health institutions and service deliverers. The latter demands continued high investments in developing and implementing our national goals within the field of eHealth.

Joined-up government

As part of the strategy to pursue a green shift and to support how we can become more resilient in the face of the ongoing climate change, Norway adopted a range of measures designed at promoting the use of battery-driven vehicles. This has been quite successful, as more than 18% of all new cars that were sold in Norway during

the first six months of 2015 were electric cars. This is due to joint efforts of both local authorities, financial measures at state level and positive co-operation with the private sector. Important benefits for the owners of electric vehicles are: No taxes or VAT on purchase, reduced annual road tax, free public parking, exemption from payment at toll gates around cities and on motorways, electric cars allowed to drive in lanes designed for buses and taxies, free charging at most public charging stations.

Whole-of-government approach

The budgeting process at state level is tightly regulated in Norway and is probably the most effective means of ensuring a whole-of-government approach to public policy making. In addition, all ministers of the Norwegian government meet twice a week, and important matters are discussed between the ministers at these meetings. The prime minister has a crucial role in the deliberations in these cabinet meetings. Furthermore, for the preparation of matters for political decision, "The Instructions For Official Studies and Reports" assumes that important consequences for relevant stakeholders and interested parties is always taken into consideration.

Implementing the political priorities of the Government and the National Assembly often create challenges of their own, as many challenges of today cannot be solved solely by one part of the public sector, they need to be seen as cross-sectoral issues. Hence, efficient collaboration across sectors is required, and adequate mechanisms need to be developed and put in place. A part of our ongoing programme for better governance and management in the state sector focuses on co-ordination mechanisms and practises with the ambition of achieving more effective collaboration.

Public sector innovation

In order to promote adjustment of state and municipal services based on user needs, the Government has, beginning in 2016, established a two-year scheme to promote service innovation in government agencies. The scheme will support the finding of new solutions, but it will also increase our understanding of how to use designing methodology in a better way to achieve a more user-oriented public sector and services.

Improving the delivery of services for and with citizens

Key initiatives

Since coming into office two years ago, the Norwegian Government has been devoted to modernising, simplifying and improving the public sector at state level. To accomplish this, the Government set the following goals:

- Modernising: Working smarter, co-ordinating better and using the possibilities offered by new technology. ICT plays a large part of this as a driver for change.
- Simplifying: Giving citizens increased freedom and options to make their own decisions on important matters and to cut back on unnecessary bureaucracy and complexity.
- Improving quality: Increasing skills and knowledge and making sure they are being utilised to improve public services.

In response to these goals, the current Norwegian Government implemented the reform strategy for the public sector named "A simpler day-to-day life for the general population," which serves as one of eight major priorities in the political platform of the present Government. These priorities are established in light of some of the current challenges facing the Norwegian economy, including:

- Falling oil prices – downfall in oil revenues
- Reduced activity in the petroleum sector
- An ageing population
- Weaker international growth

In a situation of weaker economic prospects, the Government believes that it is more important than ever that the public sector proves to be efficient and skilled. This will keep up the necessary trust in the government and civil service. Over a long period of time, Norway has enjoyed a high level of trust in the political authorities and the public service. Even so, in the Government's last widespread questionnaire from 2014, the proportion of citizens who thought the public sector spent their money efficiently was higher than what was reported two years earlier, before the reform programme had started.

The reform strategy deals with key elements, such as removing unnecessary regulations, identifying time consuming and inefficient work methods ("time thieves"), and finding new solutions. One of the elements of the reform process which has caused a lot of enthusiasm is what we have called the chasing of time thieves.

The source of time thieves can be found everywhere - in regulations and procedures, organisational or work culture, in the way forms are designed, the kind of language that is used, etc. Bureaucracy is necessary, but the Government seeks to avoid "bureaucratic red tape", such as unnecessary waiting times for services, restrictive regulatory regimes and lengthy procedural rules. Time thieves can be found behind and in front of the service counter. Some examples include:

1. Back office:
   - Unclear goals
   - Unnecessary reporting, inadequate or too complicated procedures
   - Fragmented IT systems
   - Lack of expertise
2. Front desk:
   - Cumbersome routines
   - Having to enter the same information several times
   - Unclear language
   - People being sent from one public enterprise to another

In addition, the Norwegian Government recognises that digitisation in the public sector is a major driving force towards improving and modernising the public sector. Some considerable improvements have been achieved the last two years, such as in

the registration of properties, taxation, social benefits, educational loans fund for students, and mapping.

To support various measures taken to simplify and digitise, the Government started the "Programme for better governance and management in the state sector". The goal of the programme is to make the administration more performance oriented through the strengthening of the competence of leaders and developing the required instruments and mechanism for good governance.

Experienced challenges will be met with the following actions:

- Clear goals for leaders in the public sector, with less micromanagement.
- A public sector based on trust between leaders and their employees, with civil servants who are allowed to prioritise and who take responsibility for their actions.
- Better co-ordination between the different areas of government.
- Improved ICT-capabilities in the public sector, to meet the demands of the citizens.
- An improved decision making process within the public sector.

As part of the goal to improve leadership, the Government developed some important leadership principles for the public sector. These principles and standards for leadership are now being implemented throughout top leaders of the ministries and some of the bigger agencies. The leadership principles state that public administration is based on the values of democracy and rule-of-law, professional integrity and efficiency. Leadership in the Norwegian Civil Service contributes to effective implementation of political decisions, results that benefit society and attractive and modern workplaces. The principles point out that managers in the civil service attend to and carry out political decisions. In doing this, they:

- Clarify the assignment and convert it to goals and strategies
- Clarify responsibilities, roles and requirements in their organisation
- Show trust, involve and develop their organisation continuously
- Promote co-ordination and efficient distribution of tasks
- Are accountable for results achieved and for the quality of services

As part of the programme, the Government is also implementing an initiative designed for top managers for improving their ICT-knowledge at a strategic level. The public leaders' ability to understand and exploit ICT is crucial. Leaders in the public sector need to be able to make strategic decisions with respect to ICT, in their own organisations and ultimately across sectors. They must be able to understand how ICT can change the way the services are provided, and be able to lead and manage the development and implementation of new ICT systems, as well as related processes.

Diverse civil service

Addressing the topic of building a diverse and inclusive civil service, the Government has introduced a “user perspective” for delivering better services to

citizens. This is a core part of the above-mentioned reform programmeme. In order to make ministries and agencies more conscious of the needs and reactions of the citizens and users of public services, all agencies throughout the civil service are in 2016 obliged to take specific action to measure the public's experiences with their services. This is performed through a common objective that has been included in every allocation letter from all ministries.

Strengthening accountability through better performance management and evaluation

Key initiatives

For twenty years the Norwegian central government has maintained mandatory requirements that all ministries and government agencies shall ensure that evaluations are performed to obtain information on efficiency, achievement of objectives and results within the ministry's area of responsibility and activities. Since 2005 all evaluations are publicly available on the common Internet portal evalueringsportalen.no.

On the topic of strengthening performance management, the Norwegian Government has, over the last two years, reformed the formulation of objectives in the budget documents and in the allocation letters to the agencies. The intention of the reform is to express the objectives more clearly, reduce the number of objectives and focus on outcomes and impacts for users and society. The reform shall at the same time increase the room for government agencies to manoeuvre in their operation and programme implementation.

As an ongoing activity, this reform is an integrated part of the Programme for better governance and management in the state sector (described above). The reform initiative is being implemented in the context of increasing the number of objectives, ongoing since 2004, and the objectives were often expressed in categories of process and output. A recent intermediate study shows that the average number of objectives in the allocation letters to agencies has fallen since 2012 and most of the objectives are now expressed as outcome or output. However, there is still an increase in instructions from the ministries to the agencies to carry out specific assignments (activities) and report back on progress.

Identifying what works

In 2014, the Ministry of Finance organised a comprehensive conference for central leaders in ministries and agencies to address the challenges behind the reform (described above) and discuss the intentions of the reform. In addition, the Ministry organises an ongoing professional network with representatives from all the ministries to discuss challenges and share solutions. There are also several initiatives on building competence in ministries and agencies, for example:

- A doctorate programme at the University of Oslo on governance of agencies.
- A post-qualifying education at master degree level at the University of Oslo focusing on governance of agencies for senior employees in ministries and agencies.

- Several short courses on performance management and governance of agencies organised by the Norwegian Government Agency for Financial Management.
- The Norwegian Government Agency for Financial Management provides professional support and advices to ministries that are redesigning their performance management and agency governance model.

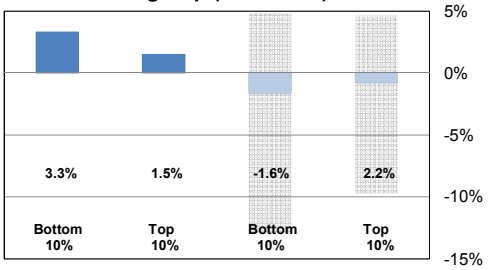
Furthermore, to a small extent, controlled pilot projects have been used systematically in the public administration. For example, the Norwegian tax authorities and the Norwegian School of Economics (NHH) collaborated to examine how different designs of letters to taxpayers can increase the likelihood of proper reporting of income from abroad. The experiment showed that appealing to moral motives significantly increased the proportion who reported correct income. Other examples are from the education sector and the welfare administration. The Ministry of Education and Research has recently established a systematic research-based Education Programme to enhance the completion of secondary education. Funds are available upon application from researchers for the "Step-wise reform" project. The project intends to integrate studies of interventions in the development of reform. In addition, controlled pilot projects are currently applied in a project dealing with primary education, where increased use of multidisciplinary expertise to support teachers, is tried out as a means to establish a better educational setting. The Ministry of Health and the Ministry of Labour have commissioned an effect evaluation of Individual Placement and Support (IPS), for people with moderate and severe mental health disorders. IPS involves supported employment in real-life competitive work settings, and seems promising for patients with severe mental illness. The effect of IPS is evaluated through a randomised controlled pilot project in 6 Norwegian counties.

Poland

In general, the information provided in the fact sheet reflects the state of play as of August 2015

POLAND: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

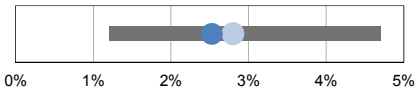
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

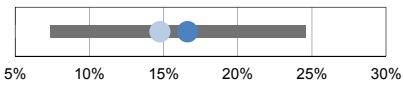
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



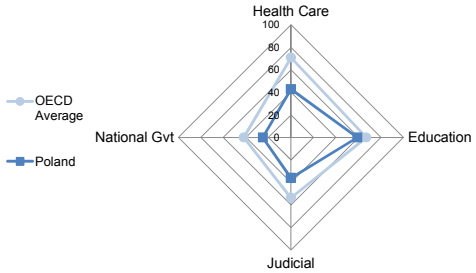
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average Poland

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

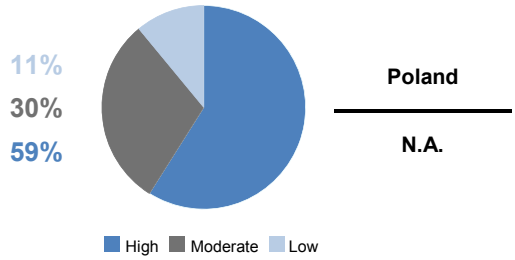
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

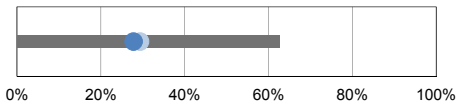
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

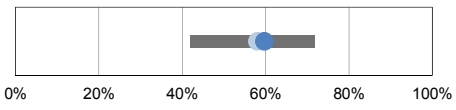
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

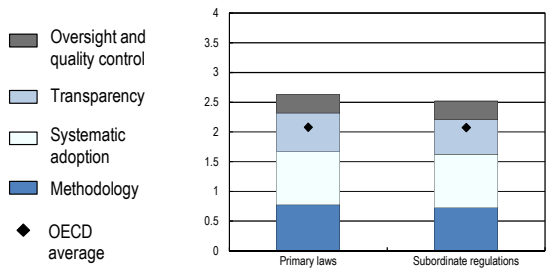
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

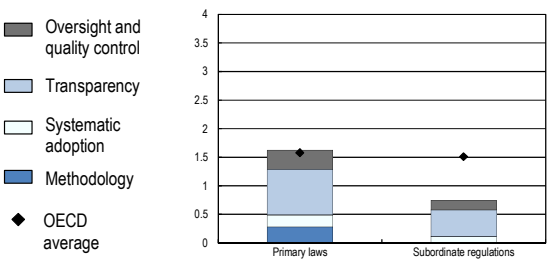
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

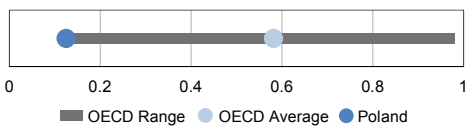
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

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Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

In May 2015, Poland implemented new Guidelines on Regulatory Impact Assessment preparation and on conducting consultation. These new guidelines provide more detailed guidance and put stronger emphasis on public consultation during a legislative process (its transparency, predictability, commonness and responsiveness). The guidelines include not only requirements, but also manuals how to conduct public consultation in order to engage citizens and businesses in the decision making process through a variety of tools such as: pre-consultations, on-line consultations, consultation meetings or drafting concrete questions that will make it easier for the public side to get acquainted with draft legislation and facilitate responsiveness.

To increase the participation of socio-economic stakeholders in the governmental decision-making process within the EU negotiations' framework, the Ministry of Economy has launched, in 2013, a standardised system in which government administration consults draft EU legislative proposals with the Polish industry and businesses. As the nature of EU decision-making process requires effective dialogue with external stakeholders, the mechanism covers all the stages of the EU negotiating process (from the presentation by the Commission of the draft legislative act until the final adoption by the Council) and indicates necessary actions that need to be taken to ensure the highest standards of consultation and secure the Polish interests (both offensives and defensives).

One example of involving the public side in the process of improving regulatory environment is the Economic Deregulation Team, established as an advisory group to the Minister of Economy. It includes members of Ministry and experts from business and law organisations. Its aim is to devise or discuss initiatives that would improve conducting of business activity in Poland. Among the results of co-operation, there were some deregulatory legislative acts that abolished some law barriers and reduced some of the information obligations imposed on businesses. Another example is the Entrepreneurship Council, another advisory group to the Minister of Economy, which includes entrepreneurs, members of universities and members of administration. Its aim is to exchange views on economic topics and to support the Minister of Economy in improving business conditions in Poland.

The Polish Government invites also a wide group of interested parties from the world of economy, science and civil society to participate in works on the development, implementation and monitoring of the annual National Reform Programs (NRP) in order to ensure the widest possible approval for the implementation of Europe 2020 Strategy in Poland. This is done in the framework of the Inter-Ministerial Team for the Europe 2020 Strategy, headed by the Minister of Economy. This consultative and advisory body of the Prime Minister includes both representatives of the government bodies and a wide group of organisations of entrepreneurs, trade unions, economic and agricultural chambers, NGOs as well as research and scientific institutions.

The Team's tasks involve consulting the official documents on monitoring and evaluating the NRP implementation and preparing recommendations on improved implementation of the Europe 2020. The Team also presents relevant problems that, in the stakeholders' opinion, should be reflected in the NRP updates.

The Team serves also as a forum for discussion on specific priorities and targets for the Europe 2020 Strategy. For example, in 2014 and 2015, the Team discussed the EU energy and climate policy, improvement of tax administration for better business environment, realisation of the poverty target adopted in the NRP and recent reforms in the system of vocational education and training. Due to such wide participation structure, the Team has become a forum for discussion on key issues related to the implementation of the Europe 2020 Strategy in Poland and also contributes to the strengthening of joint responsibility for the implementation of the Strategy on a national and local level.

Another example of engaging with the public comes from the negotiations of Transatlantic Trade and Investment Partnership (TTIP). From the beginning, TTIP meet with huge interest from the public, including NGOs. Therefore Ministry of Economy has implemented transparency policy in relation to TTIP negotiations, which is reflected in the vast number of conferences and seminars in various Polish cities, on an unprecedented scale in comparison with previous trade agreements.

So far, there have been general and sectorial meetings with the representatives of the Ministry and European Commission experts, carrying the TTIP negotiations. Information about the meetings is posted on the Ministry's website and distributed via e-mail to the business, NGOs, journalists and to the public. The meetings aim to:

- Reliably transfer the current news related to the TTIP.
- Enable the exchange of opinions with EC representatives directly involved in the negotiations.
- Clarify any technical issues in relation to the sector.
- Present the position of the industry in relation to the TTIP negotiations.

A survey was carried out in April 2015, which shows that the Polish society is one of the most optimistic in Europe in relation to TTIP. The results show that 77% of Poles expect that TTIP will be beneficial for the US and 71% expect that the EU will benefit from the agreement. This data confirm also the positive impact of the Ministry’s actions to include public opinion in TTIP events.

Another example is the new act on tax administration. The act, signed by the President, entered into force in 2016 (some of the changes on 1 of July). Its implementation will improve the quality of service provided to taxpayers through the establishment/development of:

- A tax administration knowledge database, containing tax law interpretations and rulings, brochures, other informative materials etc.
- Support centres, which modernise and standardise existing solutions.
- A new institution called a “taxpayer’s assistant”.

At the support centres, the government tax officials will be able to show clients how to proceed their cases online, using computer workstations with access to the Internet. This will help to eliminate digital exclusion.

The taxpayer assistants will help the micro-entrepreneurs (employing less than 10 persons) with tax declarations, type and the form of taxation, tax obligations, tax reliefs etc. Hence, taxpayer assistants will play the role of a “guide” in the area of tax law. The assistance will be available for the first 18 months from starting the business

activity. It will be also possible – in justified cases – to offer this assistance to other categories of tax-payers.

Digital governance

All government draft legislative proposals are posted on central government legislation website, managed by the Government Legislation Centre. This platform enables transparency as the public has an easy access to every new legislative initiative being prepared by the Government. The Government Legislation Centre is steadily improving transparency of this website.

In addition, Poland implemented a pilot online public consultation system konsultacje.gov.pl. For selected legislative projects, any citizen can comment on the draft legislation by posting remarks online on paragraphs or articles, or by supporting remarks posted earlier by other users. The responses are forwarded to the office which posted a given piece of legislation on the website. In the later phase the office takes a remark into consideration or justifies publically its rejection.

So far, about 100 legislative proposals have been published and about 300 comments were received, which is low compared to the number of comments submitted in paper form. Therefore, the challenges for the near future will be: increasing responsiveness to the website, ensuring support of the public for consultation processes, and enhancing the public's trust that its voice will be considered by the authorities in the legislative process.

In regards to businesses, the Ministry of Economy runs Point of Single Contact platform called businessinpoland.gov.pl. This platform offers online services to entrepreneurs on how to do business in Poland, including:

- Services in one stop shop models providing information, transaction and interaction.
- Live events, such as a wizard explaining information from basic to detailed.
- A help centre where clients can ask the consultant about his/her case.
- E-services.

In order to continuously improve services, the Ministry gathers comments, opinions on all the facilities of the platform, information on errors and suggestions for improvement in order to better match the customer needs. To know better what users are looking for and how they get to the portal, the Ministry uses Google Analytics tools to monitor the website traffic which tracks the source and medium of traffic, behaviour of visitors, the most frequently visited pages and keywords typed into a search engine, used devices etc. Analysis of this data allows the Government to develop the portal to increase its accessibility and user-friendliness.

The Ministry of Economy is also responsible for establishing the legal framework for Public-Private Partnerships (PPPs) in Poland, which includes the promotion and evaluation of PPPs, development of standard contracts, provision of training and sharing of best practices. To this end, the Ministry has been developing a Public-Private Partnership Project Database, which includes information about the projects carried out in this formula in Poland. The Database is available at bazappp.gov.pl in Polish, English and Chinese and currently presents information on 80 projects and 129 ideas registered in the Database. The Ministry has also taken efforts to create a

PPP project pipeline which will contribute to the dissemination of information about planned investments to be carried out by the central state institutions in public-private partnerships.

To improve communication of the Ministry of Economy with the public, media and business, alongside traditional communication channels, the office is increasing the availability of the services through digital solutions. The ministry supports and promotes the development of modern communication tools, such as Facebook, Twitter and the intranet, into its daily routine. Moreover, the website of the Ministry is adapted for the people with disabilities, such as the visually impaired. Following these reforms, beginning in May 2015 the Ministry of Economy's main portal has met the majority of the official standards presented in Web Content Accessibility Guidelines (WCAG 2.0).

Innovative policy design for inclusive growth

Key initiatives

The Polish Government utilises a mix of policy instruments to implement development policies for the labour market. These policies are based on legal provisions, through the "Act on the promotion of employment and labour market institutions" and supported by:

- Strategies and action plans to implement the development policy.
- Combining several sources of funding, such as the state budget, Labour Fund, and European Social Fund.
- Involving social partners, including representative social partner organisations and labour market councils.

The development policy required a group of interrelated measures to be undertaken and carried out to ensure the permanent and sustainable national development, socio-economic, regional and spatial cohesion, raising the competitiveness of the economy and the creation of new jobs on a national, regional or local scale. The development policy is pursued on the basis of the development strategies, programmes and programming documents.

The Minister of Labour and Social Policy is the minister responsible for one of nine integrated development strategies in Poland. The Human Capital Development Strategy (HCDS) was adopted by the Government in June 2013. The Strategy was accompanied by the Implementation Document. The HCDS is composed of 11 chapters and annex containing the information about public and interministerial consultations carried out in the course of work on the HCDS.

Among other things, the HCDS serves to achieve the objectives identified in the Europe 2020 Strategy in the areas of employment growth, raising the level of competence, and reducing the level of poverty.

The main objective of the HCDS activities is to develop human capital through bringing out the potentials of people so that they may fully participate in the social, political and economic considerations at all stages of life. In addition, the HCDS includes five specific objectives:

- Employment growth.

- Extending the working life and providing the better quality of functioning for the elderly.
- Improving the situation of people and groups at risk of social exclusion.
- Improving the health of citizens and the efficiency of the health care system.
- Raising the level of competence and qualifications of citizens.

The activities to be implemented within the framework of the HCDS concern the government administration bodies and bodies of local government units performing central administration tasks delegated to local government, in particular, with regard to school education, labour market, social policy. The implementation of the Strategy may also involve socio-economic partners and non-governmental organisations and public benefit organisations.

Expenditure on the activities under the HCDS shall be borne by the individual implementers, based on the State's Multiannual Financial Plan (SMFP). The funds for the implementation of the HCDS also come from:

- Labour Fund
- State Fund for Rehabilitation of Disabled Persons
- National Health Fund
- Budgets of local government units
- European funds:
  - European Social Fund: Operational Programme Human Capital, Operational Programme Knowledge Education Development
  - European Regional Development Fund: Operational Programme Innovative Economy

In 2014, the first report on the implementation of the Human Capital Development Strategy 2020 was carried out, pursuant to the Implementation Document adopted by the Co-ordination Committee for Development Policy in June 2014. The first report found that, in 2013, no implementation difficulties were found in the majority of the tasks. In the event of difficulties, it was found that they had been related to the financial issues, such as the insufficient amount of funds for the implementation of the task. The strategy provided for financial discipline indicating that the activities undertaken within the framework of the strategy were financed from the budget of the implementing authorities.

The most important results of the activities undertaken so far within the framework of the HCDS are:

- From 2013, 100% of new-borns are covered by screening tests for rare metabolic defects.
- More than 2 800 new childcare services spaces for children under 3 years were created.
- The availability of pre-school education increased. In 2013, more than 10 000 public and private kindergartens existed, an increase by more than 2 000 since 2008.

- The percentage of students of mathematics and natural science (tertiary education) increased from 26% in 2012 to 28% in 2013.
- Public employment services were reformed to maximise the degree of individual support in labour offices for both the unemployed and the employers.
- Employment of people with disabilities aged 16-64 increased (from 20.7% in 2011 to 20.9% in 2013), including employment of people with disabilities in the civil service (from 3.2% in 2012 to 3.4% in 2013).
- 300 projects were implemented within the framework of the Governmental Programme for the Social Activity of the Elderly for 2012-2013.

The draft report on the implementation of the HCDS for 2014, which is currently under preparation, also shows that the implementation of the HCDS generally went according to the plan. The results show that:

- 14 982 childcare services spaces were created or provided.
- A legal solution was adopted for central monitoring of careers of graduates based on the data collected by the Social Insurance Institution.
- The reform of the labour market was completed through the adoption of the amended Act on the promotion of employment and labour market institutions.
- Youth Guarantees were implemented, which provides support for 355 900 youth under 25.
- ICT infrastructure of public employment services was developed, which includes, among other things, the implementation of modern tools of communication (e-learning platform, Central Database of Job Offers module).
- Activities were carried out to improve the quality of elderly care benefits.

The experiences from the implementation of HCDS demonstrate that a far-reaching but co-ordinated and systematically monitored initiative will deliver results expected.

Whole of government design

In order to foster a whole-of-government approach, several actions have been undertaken. First, the Government strengthened the unit at the Chancellery of the Prime Minister, who is responsible for the quality assessment of Regulatory Impact Assessments prepared by individual ministries. Second, the Government also strengthened the role of the Government Programming Board, which selects the projects to the Government Work Plan and monitor its performance. This body serves as "filter" of governmental proposals, checking whether they are in line with the general policy agenda. In the process of selection, the Board, if needed, has the right to ask the applicant for a regulatory test before taking a final decision. The regulatory test, introduced in 2011, is a two-page form, which is filled in by the office in charge of a given project. Among other things, it encompasses the preliminary results of economic, financial and social analysis, including the evaluation of project's administrative burdens and the presentation of the best practices adopted by other EU/OECD countries.

Public sector innovation

Poland does not have a comprehensive, single public sector innovation strategy. However, the framework for innovation in the administration has been set up in the Effective State Strategy 2020. Adopted in 2013 by the Council of Ministers, this document presents actions aimed at increasing the effectiveness and efficiency of the state. According to the Strategy, the improvement of the government offices' effectiveness requires, among other things, the application of innovative solutions not only in relations with the society (such as citizens' budget in public consultation processes) but also within the Government (such as open knowledge base for officials). Concurrently, the innovations are introduced by individual offices. Many of them are presented during national and/or international contests, such as the European Public Sector Award (EPSA). In EPSA 2013, City of Bielsko-Biała was the winner in supra-local and local category for the Educational and Promotional Campaign "Bielsko-Biala Protects the Climate". In the same edition, the Polish Ministry of the Environment became a nominee in European and national category for the "GreenEvo – Green Technology Accelerator" project.

Improving the delivery of services for and with citizens

Key initiatives

To strengthen the Polish administration's ability to deliver services, the Government implemented the "Obywatel" initiative ("The citizen"). This new initiative aims to improve the way citizen and the public administration interacts.

Inaugurated by the Prime Minister in July 2015, this initiative is a cross-sectoral, horizontal project co-ordinated from the Centre of Government (Chancellery of the Prime Minister). The initiative encompasses three actions. First, the webpage obywatel.gov.pl was created, which presents information regarding the most popular (from the citizen point of view) public services. Here, the citizen can find out how to obtain an ID, passport, driving license and the European Health Insurance Card, among other services. The information on the costs of a given service, required documents and offices offering it is provided. The benefit of this website is that it compiles all information on government services in one location.

The distinguishing feature of the site is a comprehensible, simple language used in the descriptions. Instead of "The healthcare provider should inform the patient about the prospective change of the deadline regarding the service provision" the Government writes "The doctor must inform you that s/he postpones the visit".

Second, a government phone information system called "information for citizen" was created for those who do not use the Internet or who prefer the phone contact. The system gives a quick access to information on public services and the places, where they are offered. It allows also redirecting the phone calls to the competent offices. The system is operated by the Chancellery of the Prime Minister (central call centre) as well as the ministries and regional offices. The system incorporated other, formerly separate, call centres into one call centre, including the Office of Competition and Consumer Protection, National Labour Inspectorate, Child Ombudsman Office. It is planned to expand the system by connecting other central offices and working together with the self-government units as well as non-governmental organisations.

The call centre's employees are supported by a knowledge base. It consists of the above-mentioned webpage with service descriptions as well as a catalogue of offices with the services they provide. The base will be permanently developed and updated.

The system itself will also perform another function beyond the basic, informative one described. It will be a source of information for services that are the most problematic for the citizens. This, in turn, provides a method for the Government to identify necessary improvements in the future.

Third, the initiative establishes recommendations regarding the written communication between the public administration and the citizen. Within this action, two brochures-sets of recommendations have been prepared:

1. Recommendations regarding plain language. Official government letters are often incomprehensible for their recipients. The brochure encourages the officials to write using the simplest language. It includes also some exemplary, official texts "translated" into everyday language.
2. Recommendations regarding how to react to citizens' signals. This includes information on how to proceed with information sent in letters, complaints, petitions, motions. As a result of this recommendation, responses to citizens should be written comprehensibly, which should effectively help in solving the problems. As well, the offices will have the opportunity to take advantage of the knowledge regarding the service malfunctions noted by the citizen.

Since being introduced, all of the "Obywatel" components will be continuously developed and updated.

Another initiative implemented by the Polish Government to strengthen the civil service is the "Less burden – better outcome" initiative. It was created in 2014 by the Head of the Civil Service, who decided to simplify the internal procedures applied in the civil service itself. The initiative simplified:

- The rules of conducting performance appraisal (e.g. the forms have been shortened, the number of criteria decreased).
- The rules regarding organisation of training.
- The forms for preparing job descriptions.

In addition, some reporting obligations have been removed. Thanks to these actions, the Polish Government has limited the internal red tape, allowing the officials to focus on citizens' needs.

Building a diverse and inclusive civil service

Since 2011, Poland has been undertaking activities to promote recruitment of the disabled people into the civil service. As a result, the Civil Service Act has been amended in order to increase the employment level of the disabled people in government administration. According to the act, in case when at a particular office the employment rate of persons with disabilities is below 6%, the priority in employment is given to a disabled person. This rule applies, provided that the individual submits their application in response to the announcement and finds themselves in a group of best candidates that meet the obligatory requirements and to the fullest extend satisfy optional ones.

Core values of the civil service

In Poland, the core values of the civil service are defined in the Constitution of the Republic of Poland (1997), the Civil Service Act (2008) and the Ordinance no 70 of the Prime Minister on the guidelines for compliance with the rules of the civil service and on the principles of the civil service code of ethics (2011).

In regards to the role of the senior executives in reaffirming the civil service rules, it is precisely described in the ordinance. The roles are divided between directors general and other officials who perform the tasks of superiors. According to the ordinance:

1. The Director General of office shall:
   - Ensure that the rules of the civil service in the office are complied with;
   - Take these rules into account while developing programmes for human resource management/setting the scope of preparatory service.
   - Ensure compliance with the rules of the civil service while conducting inspections and internal audits in the office.
   - Disseminate the rules in the office.
   - Provide ethical training to civil service corps members employed in the office.
2. Officials who perform the tasks of superior shall:
   - Be responsible for ensuring compliance with civil service rules by subordinated civil service corps members.
   - Issue orders aimed at removing the identified shortcomings in the observance of civil service rules.

The actions in the scope of ethics are also being undertaken at the central level by the Head of the Civil Service. In 2014, almost 200 officials took part in a training titled: "Ethics, counteracting corruption and conflict of interests". This training was organised within the Government Anti-corruption Programme for years 2014-2019.

Gender balance

In 2014, women constituted 70% of the Polish Civil Service. In the same year, women occupied 49% of senior posts. This data makes Poland a leader among the OECD member states. Taking into account these current figures, gender balance in the civil service is not a leading priority at this time.

Strengthening accountability through better performance management and evaluation

Key initiatives

The co-ordination of development policy evaluation is the task of the National Evaluation Unit (KJE), operating in the Ministry of Infrastructure and Development, who is currently responsible for regional development. Apart from co-ordinating actions, KJE conducts horizontal evaluation research of strategic documents, co-operates in research/analysis conducted by other divisions of the Ministry or

evaluation units operating within the evaluation system. The development of evaluation culture in Poland is conducted by KJE in two ways:

1. "Informal": publications of research reports at ewaluacja.gov.pl, development of information and methodology publications, organisation of conferences, training and workshops.
2. Formal: keeping an Integrated Applications and Recommendations' Management System concerning evaluation research, presentation of evaluation results to the Monitoring Committees of particular EU Operational Programmes, conducting evaluation steering groups.

KJE has also developed the main system document – Draft Guidelines on Cohesion Policy Evaluation 2014-2020. Adopted and published in 2015, this document was developed through social consultations. As well, the KJE organises the annual International Evaluation Conference, with the participation of representatives of national and international administrations, experts and academics. Conferences are usually accompanied by workshops targeted at central and regional administration staff responsible for the evaluation process.

In 2014, KJE commissioned the seventh edition of the Evaluation Academy for civil servants of central (employees of ministries and central agencies) and regional (employees of Marshal Offices responsible for evaluation and monitoring of regional programmes) administrative level. KJE co-operates with evaluation units operating within the system of cohesion policy implementation within a Task Force which controls the process of cohesion policy evaluation and represents the evaluation of development policy on the European forum.

The Polish system of cohesion policy evaluation has been praised by the European Commission as the example of good practices (evaluation system based on efficiency, quality and scope of actions in cohesion policy evaluation). The last amendment of the Act on the principles of development policy (2014) was targeted at reinforcement and institutionalisation of co-ordination of public policy evaluation in Poland, by pointing at the procedures of co-ordination and by broadening KJE competences.

Performance evaluation

In 2013, the Government launched a joint database for all the strategic documents, in which information is collected and updated on current basis, concerning key indicators from the point of view of national and regional development policy. That year, the Central Statistical Office provided public access to the STRATEG ("Strategist") database, which is an integrated information system for supporting strategic management. The establishment and operation of the system by the Central Statistical Office (GUS) guarantees high quality of data, its methodological coherence and comparativeness in time sequences as well as its regular update.

The system enables review of strategic goals in different variants (thematic, territorial, according to programme documents), allows for monitoring the implementation of the goals based on a set of contextual data and analysis of the effects of the development policy. The system operates at the national level, including comparisons with the EU Member States. As well, the system provides

data for lower levels of spatial aggregation, in particular for voivodeships (regions) and (for selected issues) EU regions.

STRATEG features a number of innovative solutions concerning the method of data visualisation. This includes advanced presentation tools, such as maps and diagrams, which are of equal quality to the state-of-the-art European solutions. The system includes monitoring indicators which are taken account of in strategic and programming documents such as: Long-term National Development Strategy 2030 – third wave of modernity, Medium-term National Development Strategy 2020, Europe 2020 Strategy, National Strategic Reference Framework 2007-2013, integrated and supra-regional strategies adopted by the Government. As works on strategic planning continue, the data base is updated to include further information, including the Partnership Agreement, national and regional operational programmes 2014-20 and indicators of 16 strategies of voivodeship development.

The STRATEG database facilitates analysis and evaluation of implementation of tasks provided for in the programming documents of the Government or cohesion policy. The analysis of development trends based on performance indicators enables reliable and systematically updated evaluation of the socio-economic situation of Poland, while being a basic source of data for developing reports, including a four-year report on socio-economic, regional and spatial development. The data base is a useful tool in the work of ministries and offices of local government. Conclusions from analysis become the basis for possible modifications of programming documents and interventions.

Identifying what works

One of the sources for the assessment of effectiveness of the currently conducted development policy and effects of tasks undertaken by the Polish Government are the reports commissioned by the minister responsible for regional policy.

Since autumn 2013, the Ministry publishes an annual report entitled "Poland. Regional Review". The report presents a synthetic analysis of selected, most important socio-economic changes in Poland and its regions, which took place within the three years preceding the year of publication. The analyses provided for in the report can serve as a basis for formulating conclusions and recommendations concerning the development policy at national and regional levels. Each report consists of two volumes. The first volume includes comparative analysis of the situation in the regions – prepared by the Ministry. The second volume, prepared by the regional administrative units, includes specific analyses of situations in particular regions.

Another important publication is “The Impact of EU Membership and cohesion policy on Poland’s Development” report. The report presents the Polish Government’s achievements between 2004 and 2013 regarding economic and social changes, as compared with other EU Member States, especially New Member States. The aim of the report is to present the impact of cohesion policy on the situation in the analysed sectors and domains.

In addition, in June 2015, the results of a report "Doing Business in Poland 2015" were published. The report was prepared by the World Bank within the framework of co-operation with the Ministry of Infrastructure and Development and the Bank Gospodarstwa Krajowego. The report presents the evaluation of conditions for

conducting business in 18 Polish cities, including the process of setting up a business, getting a building permit, registering property and observance of trade agreements. In each of those domains, examples of good practices were presented, which can be used to reinforce the position of local businesspeople and their businesses' viability. The report presents regional differences in the scope of applying and enforcing legislation, pointing at the same time to possible improvements in each domain.

In 2012, the Ministry commissioned also a development of a tool for measuring socio-economic development of Poland, called the Local Indicator of Social Development (LHDI). The LHDI calculation methodology was based on Human Development Index (HDI) which was developed in 1990 by the United Nations' Development Programme (UNDP). HDI is a synthetic measure used for defining a level of social development in the world, which takes account of three, basic social development measures: long and healthy life, access to knowledge and education and well-being.

This indicator, along with per capita GDP, is one of the main tools for measuring social development and economic development of Poland and its regions. The indicator was used for monitoring the goals of the Long-term National Development Strategy - Poland 2030, the National Development Strategy 2020, Partnership Agreement 2014-2020 and the Strategy for Human Capital Development 2020.

LHDI was computed at local (gmina), supra-local (poviat) and regional (voivodeship) levels for the years 2007-2010 and was published in the form of "National Report on Social Development. Poland 2012 Regional and Local Development". LHDI was assessed as an effective measure for conducting development actions at the local level, which ensures the cohesiveness of the system of programming, monitoring and evaluation of public policies.

In its recommendations relating to the research, UNDP also presented recommendations for cohesion policy in the area of social development at local and regional levels. LHDI was well assessed and attracted great interest of local governments, which is a proof that the research should be continued and the indicator value should be updated.

Concurrently, Poland monitors the degree of implementation of adopted strategic goals through a requirement to prepare the following documents:

- Annual information on the progress of middle-term National Development Strategy and integrated strategies, taking account of the degree of achievement of long-term strategy goals in the previous year.
- Report on socio-economic, regional and spatial development, including, among other things, an evaluation of the effectiveness of achieving national development goals indicated in strategies and programmes.
- Ex ante evaluation of strategies and programmes, the budget of which exceeds PLN 300 million.

On the topic of programme piloting, Poland has some experience in this regard. For instance, the webpage obywatel.gov.pl (described above) has been launched as a beta version. At present, the remarks and suggestions regarding its functioning are being collected. Each public service information card/procedure can be commented through "Help us improve the portal" function. A special box allows the user to suggest an improvement, which is automatically sent to the webpage's operator. For

those who wish, comments can be also submitted through the call centre. This feedback will allow for the website development.

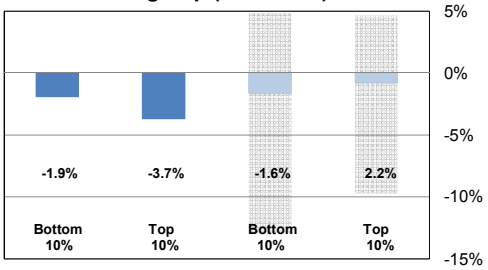
Concurrently, piloting has been used in the government programme "Student Apprenticeship in Government Administration". The aim of the programme, launched in 2015 at the request of the Prime Minister, was to offer the students greater opportunities to gain work experience and improve competences. It was co-ordinated by the Head of the Civil Service and the Minister of Science and Higher Education. The pilot continued until the end 2015. The stakeholders' feedback (universities, offices and students, among others) will inform the decision on the functioning of the programme in 2016.

Portugal

Information provided in this profile was transmitted for the Public Governance Ministerial Meeting in October 2015, reflecting the views of the government at the time. As of November 2015, the government has changed.

PORTUGAL: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

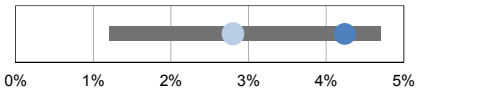
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

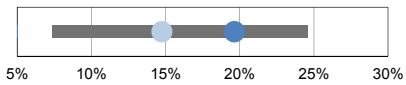
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



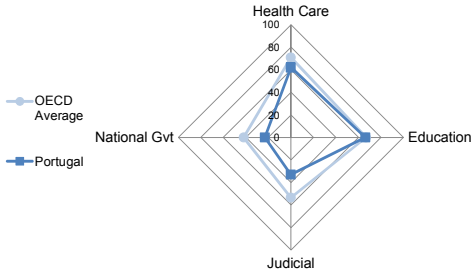
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average Portugal

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

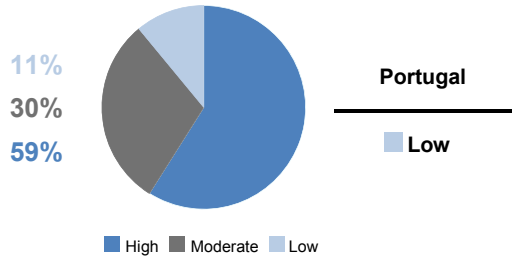
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

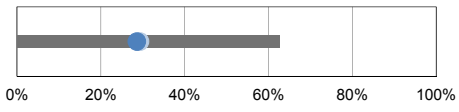
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

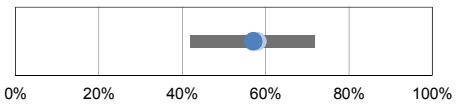
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

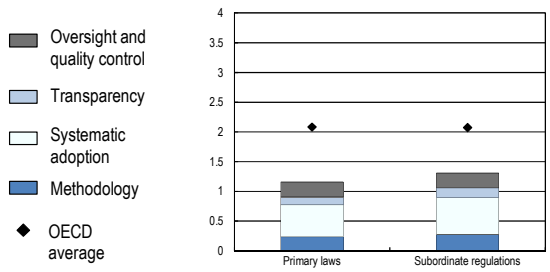
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

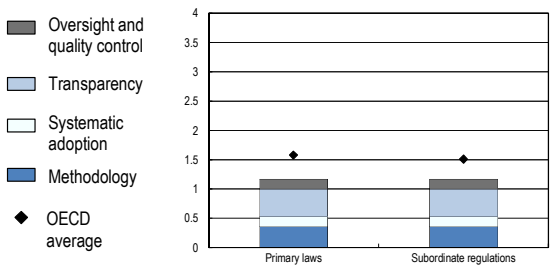
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

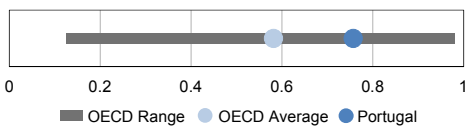
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

In Portugal, open government has become prominent at the national level. The Government believes that open government provides major social benefits and uses inclusion mechanisms to co-produce public services. These mechanisms lead effective policy-making, improved government trust, civil society engagement and efficiency of public services enabled by transparency and access to policy making.

One of the major benefits of open government, through the use of information technologies, for the Portuguese Government is that it leads to transparency and efficiency in the public administrations. Information technologies enable solid added-value synergies between governments and citizens, making the government much more capable to fulfil the needs of citizens. Through this, the Government gives the civil society access to use public sector-generated information and solutions, making them part of the production and design of those services.

In this context, the Agency for the Administrative Modernisation (AMA) recently launched several projects and initiatives aiming at provide the civil society with an active voice on the delivery of public services, three of which are described below.

1. The Simplify Programme

In 2014, the Portuguese Government enacted the programme "Simplificar" ("Simplify") which covers all the measures of de-bureaucratisation and administrative simplification, aimed to make life easier for citizens and businesses. This programme is a national participative programme to modernise, simplify and reduce administrative burden.

The "Simplificar" programme is based on three main principles or rules, which function as strategic axes of the programme:

1. Only Once Principle: As of May 2015, citizens are not required to present to the state information they have already provided, regardless of the body who is requesting. Information and documents is shared between public sector organisations through an interoperability platform managed by the AMA.
2. Digital as Default: As of May 2014, this principle requires that all public services are available in a digital format, unless this is not possible. The goal is to achieve full digitisation of public services by 2020. Citizens can access public services through the new Citizen's Portal (described below).
3. One-In, One-Out: This rule requires that one euro of local costs be eliminated for each euro in local costs created by a new legislation or regulation. For example, this can be accomplished by reducing the time spent by a company or individual at a service desk completing administrative procedures. This is a necessary component of the Regulatory Impact Assessment required for each new law.

The programme requires the permanent involvement of citizens, businesses and the public administration itself to identify administrative burdens and propose their reduction through simplification and efficient measures. Citizens and businesses are invited to provide their feedback and opinions through "Campaigns" to reduce excessive bureaucracy. Recently, two such campaigns were closed. The first, "Build a house," consulted citizens on how to simplify administrative procedures around

constructing or reconstructing a home. The campaign closed in January 2016, receiving 793 submissions. Second, the campaign on "Livestock Production" was important as livestock production is one of the most regulated areas of the economy due to public health and animal welfare standards. Citizens were asked to contribute to the simplification process by providing feedback on topics related to registration, health checks, transport and slaughter. Also closing in January 2016, the campaign garnered 513 responses. Campaigns are further supported through a social media-oriented interface.

Furthermore, a results page is included on the website, which allows citizens to find an archive of simplification and modernisation measures adopted by public bodies since 2011. These initiatives can be searched using key words and standard filters, such as ministry or target groups. In addition to simplification measures, a databased of cross-cutting measures adopted under the Simplificar programme is available on the site as well. Sectoral measures are also available.

Under the programme, in addition to various measures of simplification and administrative modernisation adopted by various State institutions, the Government launched a set of cross-cutting measures, such as:

- The recognition of the legal value of electronic communications and notifications in the relationship between public administration and citizens/economic agents.
- The use of electronic communication as a rule in the Public Administration.

2. The Citizen Portal

Launched in 2004, "Portal do Cidadão" ("Citizen Portal"), is a programme oriented towards providing Portuguese citizens a voice in government service delivery. This centralised portal provides access and delivers electronic public services to citizens and businesses in Portugal, facilitating the relationship between citizens, business and public administration. In accordance with the European Digital Strategy, this portal intends to contribute in a significant way to build a better society by providing an effective and simple interface between the Public Administration and the society.

With the new portal, launched in 2015, access to online services provided by public authorities became simpler, faster, more intuitive and more participative. The Portal is quite accessible and is a fundamental part of the national inclusive e-Government approach, being conformant with the Web Content Accessibility Guidelines 2.0 AA level and adapted to different kind of mobile devices, including smartphones and tablets. This allows citizens and businesses to access the services with no time and geographical barriers. The portal also makes suggestions for search expressions and applies synonyms to search words introduced by the user to assist citizen or entrepreneurs less acquainted with legal or procedural vocabulary find the services they need.

The Citizen Portal allows for a high level of participation and collaboration, as it allows users to publically rate, comment and share their suggestions and evaluations about the services and information provided. This can be shared on social networks like Twitter or Facebook, among others. Furthermore, an option that invites users to make a suggestion, a compliment or even a complaint is available through the portal.

3. The Citizen Map

Also launched in 2015 by the Portuguese Government, "Mapa do Cidadão" ("Citizen Map") is an online platform, compatible with both web and mobile application, providing location information of all Portuguese public services. For the first time, Portuguese citizens have a digital single point of information listing all of public institutions' offices and public structures, such as police stations, Social Security counters, and vehicle registration offices, among many others. As well, the map provides information regarding access to those services, such as document requirements, fees that apply, etc.

The Citizen Map was developed to, among others:

- Launch a user-friendly, reliable and intuitive web platform and mobile app for public service locations.
- Allow users to search for closest public services, factoring diverse search criteria such as: exact location, municipality, type of service, name of organisation providing the service, etc.
- Make all the location data available to the public via the Portuguese public open data portal, via simplified web protocols.

Most importantly, the Citizen Map was also built on transparency principles, meaning that most of the information it uses is stored and made available at dados.gov – the Portuguese Open Data portal.

Portugal believes that today's civil society requires an open, auditable, "equal" public administration that shares information and support citizens' participation. The mentioned initiatives are examples of instruments that respond to this global demand of collaboration and digital inclusion, as well as enable a more straight involvement of civil society in the definition of higher quality public services.

Innovative policy design for inclusive growth

Key initiatives

To enable government to search for the best mix of policy instruments, the Portuguese Government created the Economic and Investment Co-ordination Group (RCAEI). The RCAEI is chaired by the Deputy Prime Minister and includes Secretaries of State from different ministries and invited entities. The group:

- Prepares the definition of the economic and investment policy that is then submitted to the Council of Ministers.
- Co-ordinates and supervises the implementation of the approved policy measures.
- Consider and evaluate sectoral issues with implications in the economic and investment spheres.

The Minister of the Presidency and Parliamentary Affairs and the Minister of the Economy also attend RCAEI meetings, whose agenda is organised by the Deputy Prime Minister in articulation with the Prime-Minister. The group plays an important role in reducing red tape costs.

On the topic of joined up government, the Portugal created the Memoranda Monitoring Structure (ESAME) to monitor the Portuguese Economic Adjustment Programme. Lead by the Secretary of State to the Prime Minister, the ESAME ensured the compliance with international commitments, especially those related to external funding. This programme required the involvement of the whole Government within and across line ministries.

Improving the delivery of services for and with citizens

Key initiatives

The reduction of public expenditure and the need to increase efficiency and improve the quality of public services has become great drivers of reform for the Portuguese Public Administration in the last four years. Lead by budgetary pressures, the Portuguese government have enacted a new vision for civil service. The Government desires a better civil service – one that has leaner organisational structures, to which public employment reductions have contributed in this regard. To achieve this goal, some structural reforms have taken place, such as restructuring of state central administration.

To this end, the Government implemented the Plan for Reduction and Improvement of Central Administration (PREMAC) in 2011. This plan takes into consideration the need for a greater reduction in central administration costs, which accounts for nearly 77% of public workforce, and the implementation of more efficient models for its operation. Under the plan, the government sought a targeting reduction of 40% of high level structures of central administration and of 27% of the hierarchical levels, as well as a better rightsizing of human resources. As a result, 168 public organisations were abolished or merged.

Furthermore, better staff redeployment was achieved by restructuring, merging or abolishing redundant staff positions from organisations under a requalification programme. By way of this programme, the professional skills of employees were strengthened and improved so that staff members would meet conditions of employability for the resumption of their functions in another public service. In this framework, each employee is subject to a professional development procedure, which includes vocational training provided by the State.

To contribute to the re-training of civil servants, the Portuguese Government requires that, on an annual basis, all public service organisations inform the National Institute of Public Administration (INA) of employee's training needs. Every year, civil servants are polled and, based on this survey, an annual training programme is drawn up. This also done within the framework of the performance appraisal, whereby each manager identifies the new skill needs of their collaborators. The goal of the re-training programme is to enhance the skills and professional competences of human resources. The Government believes that the Public Administration has an important role to play in the economic performance and social development of the country.

The Government also instituted reforms for managers, who are required to attend specific training courses according to their grade (top or middle management) and updating training. The Government identifies that these managerial skills and qualities that were important during the past two decades are no longer sufficient to cope with the current and future challenges. Therefore new competencies for the

public sector management have been introduced. For instance, top public managers are expected to be more performance and results orientated and less process-compliance. They need managerial focus, strong leadership skills and an innovation and communication based focus, as well as professional competence.

In addition, simplification of procedures and IT solutions were implemented to increase the efficiency in the civil service. This includes the use of shared services in different areas, such as human resource management, financial and property services.

Diverse civil service

Against a backdrop of fiscal consolidation and significant staff reductions, the Government recognises that diversity and inclusion are crucial to the success of any reforms to the civil service and the better performance and productivity benefits they can bring. The problem for the current Portuguese civil service is not related to gender or ethnic minorities, but rather age. The percentage of older public employees is higher that the young ones, with different skills at IT level, forms of being in the organisation and expectations. That said, no recent reform to build a more diverse and inclusive civil service has been implemented.

Core values of the civil service

Among others, the core values of the Portuguese Civil Service are legality, impartiality, efficiency, integrity/honesty, transparency, innovation, result-orientation and professionalism. These are reaffirmed on a constant basis, through different tools, one of which is through legislation. For example, the new Code of Administrative Procedures was passed in 2015. As well, the Portuguese Constitution contains the core values and principles of administrative activity.

Another tool is the codes of conduct/ethics, which state the core principles, values and standards of conduct expected from public employees and that are a crucial part of the values-based management in the public service. These codes have been implemented in an increasing number of organisations. They are also posted to agency websites, so that they can be easily accessed and transmitted to employees.

Furthermore, the Portuguese Public Administration is committed to an openness policy, in order to reinforce public trust and to establish a transparency' system as well as public participation. Openness is regarded as an important factor to strengthen democracy and foster efficiency and effectiveness both in public sector and government. It enables the citizens to hold politicians and public bodies to render account.

Last, the Government recognises that the senior executive service play an important roles in institutionalising the core values and ethics of the public service, as well as the promotion of shared values among public organisations. To achieve this, managers are obliged to take training courses, which have had a positive impact on the promotion of public service core values and principles.

Gender balance

Currently, the Portuguese Government has not implemented reforms to address gender balance in the Portuguese civil service. Portugal is one of the EU member states and OECD member countries that has a high rate of female participation in the public administration. Since its transition to democracy in April 1974, the

development of the service sector and increasing education and health care, the entry of women into the Public Service has accelerated since the 1970s. Since 1974, women have been able to access all positions of the local administration career, the diplomatic career and judiciary.

The proportion of women in general government is higher than the participation rate of women in labour force (48.6%). As of 31 December 2015, more than half of public employees are women (59.4%) and this is even higher in regional autonomous administrations of Azores (66.3%) and Madeira (70.2%). The proportion of women in central government is 61.9%. On the same date, 15.5% of the women in labour force are part of the general government sector.

In the case of managers, women account for 40% of top managers, 52% of directors and 59.4% of heads of division. In municipalities, 60% of management functions are also fulfilled by women.

Strengthening accountability through better performance management and evaluation

Key initiatives

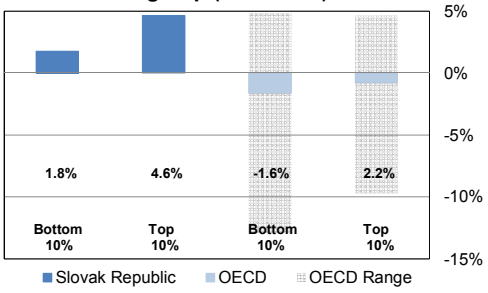
As mentioned previously, the Portuguese government conducts programme evaluation through the Memoranda Monitoring Structure (ESAME). This was created to monitor the Portuguese Economic Adjustment Programme and ensure compliance to international commitments, especially those related to external funding.

Recent Government reforms have also addressed performance management. In particular, the Portuguese Agency for the Selection and Recruitment of Senior Administration Officers (CRESAP) was established as an independent entity appointed by Parliament that selects senior central, regional and local administration officers through professional procedures. This ensures that transparent and professional recruitment processes are undertaken to select candidates for top positions in public administration. Avoid partisan appointments without a sustained curricular component.

Slovak Republic

SLOVAK REPUBLIC: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

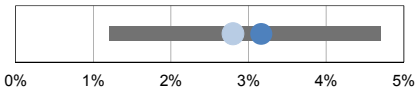
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

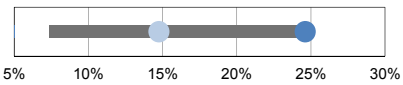
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



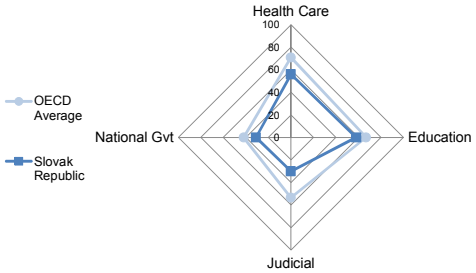
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average Slovak Republic

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

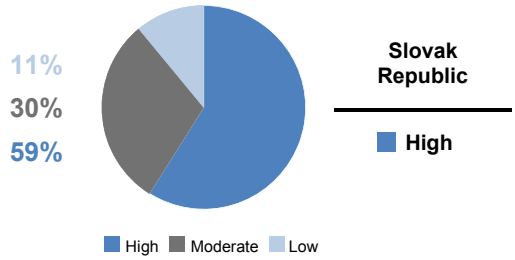
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

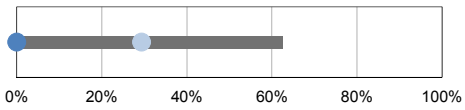
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

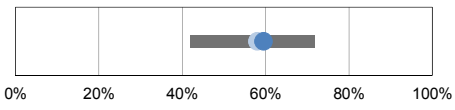
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

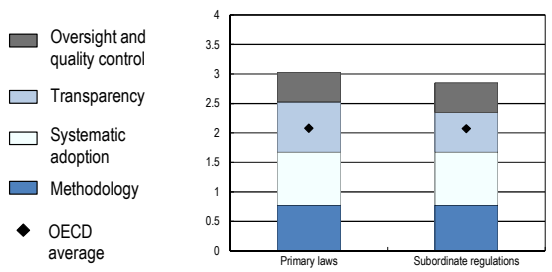
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

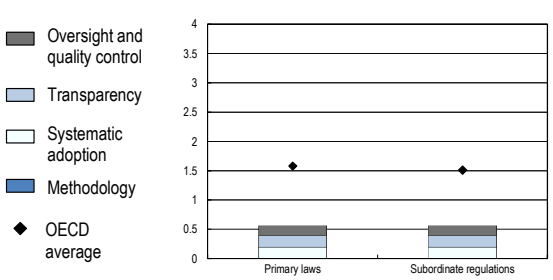
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

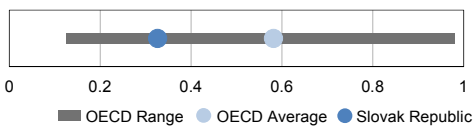
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

To better listen to citizens and businesses, the Ministry of Economy of the Slovak Republic, as a co-ordinator of Better Regulation in Slovakia, launched a reform of Regulatory Impact Assessment (RIA) in 2015. The goal of the reform is to increase the quality of legislative and non-legislative materials and to enhance transparency of public policy decision-making based on recommendations of the European Union, OECD and experience of member states. New guidelines on impact assessment of governmental proposals were approved by the Government earlier this year.

The reform is focused mostly on enhancing quality control of impact assessment analysis by establishing a standing working committee for assessment of selected impacts under the Legislative Council of the Government. As well, the reform considers possible alternatives and extends obligations to consult businesses at an early stage of the decision making process. Business impact assessment (BIA) which creates an inevitable part of impact assessment includes a small- to medium-sized enterprise (SME) Test. SME Test is a special part of BIA focused on deeper analysis of potential impacts only SMEs. The process of impact assessment should be additionally supported by advanced IT tools. Further feasibility studies will be put in place in order to find out possible IT solutions based on Big Data supporting decision-making process. More new methods, tools and processes in this regard will follow. The reform will be further complemented by trainings of civil servants including intensive workshops, seminars and presentations.

Another key reform in Slovakia focuses on fostering participatory decision making and to improving services and policies by joining the international Open Government Initiative. In 2011, the Slovak Republic acceded to the international Open Government Partnership Initiative (OGP) and joined 50 OGP member countries. The main goals of OGP are fostering civil participation, government accountability, transparency, support domestic reformers with technical expertise and inspiration and foster good governance in general. The Government of the Slovak Republic joined the OGP and committed to give its citizens a larger role in public administration in support of its policy with emphasis on a change in the culture of politics, on transparency and eradication of corruption which has been implemented since its formation in 2010.

In regards to fostering participatory decision making, one of the main tasks of the Slovak National Action Plan of Open Government Partnership 2012 – 2013 was the development of pilot public policies in a participatory manner with the Ministry of Labour, Social Affairs and Family, Ministry of Foreign and European Affairs and the Ministry of Environment. The processes involved developing four pilot public policies in a participatory manner and then evaluate those pilots to find out strengths and weaknesses of participatory processes. The results of evaluation showed:

Strengths	Weaknesses
• Involvement of wide spectrum of stakeholders (NGOs, public agencies, academic sector, etc.) • Readiness, openness and willingness of ministries to communicate with other stakeholders who were noticed important in process • Decision of ministries to improve themselves, to test their limits and abilities	• Process was not clear enough for participants (provided information didn´t show the goals of participatory process, role of actors, etc.) • Lack of time for making proposals and giving comments • Incompleteness of information • Missing feedback on how participants' inputs (comments, proposals) were used

As a result of these evaluations, experts from the academic sector created the Guidelines for the Involvement of Public in the Creation of Public Policies (Guidelines for the Involvement of Public). The Guidelines for the Involvement of Public defines four levels of involvement of public while it depends on the topic of public policy:

1. The public is informed about the creation of public policy.
2. The public takes part in discussion about alternative policies.
3. The public takes part in making decision about the public policy.
4. The public co-operates in formulating priorities of public policy and its implementation.

The Guidelines for the Involvement of Public in the Creation of Public Policies were approved by the Slovak Government in 2014. The Slovak Government recommends to each ministry and local government to take the guidelines into account during the involvement of public in the policy making process.

The Slovak national Action Plan of OGP is regarded as a useful tool how to foster participatory decision making.

Future commitments of the ongoing Slovak National Action Plan of OGP[1] in the area of fostering participatory decision making are as follow:

- Identify at least one public policy at each government department that will be created in a participatory manner (commitment 22).
- Conduct workshops focused on public involvement in the development of public policies for government employees who will be responsible for the identification and subsequent creation of public policies in a participatory manner (commitment 23).
- Develop a selected public policy with the civil society and prepare the conditions for its implementation (commitment 24).
- Develop criteria for evaluating participatory processes of formation and implementation of public policies (commitment 25).
- Evaluate the creation and implementation of selected public policies carried out in a participatory manner (commitment 26).

The Guidelines for the Involvement of Public in the Creation of Public Policies were used as an educative framework for government and public sector employees who are responsible for the identification and subsequent creation of identified public policies in a participatory manner. The Office of the Plenipotentiary for the

Development of the Civil Society ("Plenipotentiary Office") conducted five workshops for government employees with aim to teach them what level of involvement of public is appropriate for particular policies, what tools they can use for effective public/civil involvement and created opportunity for government employees to express good/bad experiences in developing policies in participatory manners. Workshops were conducted during April and May in 2015.

The Slovak Republic also commits itself to four other initiatives within the OGP Action Plan to Foster participatory decision making. First, the Government establishes collective electronic request.[2] Collective electronic request is a type of public request which proves its importance by collecting large number of supporters. Government of the Slovak Republic is committed to deal with each collective electronic request which obtains 15 000 supporters in 30 days. To simplify the process, supporters can sign the collective requests through the e-portal for public administration slovensko.sk. If the request is in the competency of the executive branch, the government is committed to respond within 30 days and take appropriate measures within 60 days according to the nature of the request. If the request proposes legislative actions, the Government is committed to deal with this proposal within six months. The collective electronic request was launched in October 2015 by the Government Office of the Slovak Republic.

Second, the amendment to the Act on the Right to Petition in 2014 introduced the possibility of signing petitions electronically. Since this amendment, conventional types of petitions do not require complicated authentication processes for supporters to sign. A special e-application is going to be prepared and launched for the so called "quorum petition" (petition with the prescribed minimum number of supporters) for correct counting of the supporters votes.

Third, the proportional representation of the civil society in the Monitoring Committees of operational programmes was increased to increase control for civil society over the distribution of financial resources allocated in the new programming period of European Structural and Investment Funds 2014 – 2020. The Monitoring Committees consist of one third of the representatives of NGOs and social-economic partners, one third of the government representatives and one third of local government representatives.

Fourth, currently the Plenipotentiary Office is working on the national project called "Support of partnership and dialogue between public administration, citizens, and NGOs on the national and regional/local level in the area of development of public policies". The national project is going to be financed from European Structural and Investment Funds 2014-2020 (ESIF). The main aim of this project is to strengthen co-operation and dialogue between public authorities, citizens and non-governmental organisations in the policy-making process at national, regional and local level and to propose innovation of existing mechanisms in the public administration in order to foster public input into public policy-making.

The implementation of the national project is divided into several phases. The outputs of the project will be:

- Trained people in the area of developing public policies in participatory manners.
- Methodology of effective involvement of stakeholders.
- Methodology for evaluating the quality of participatory processes.

- Handbook for government employees, citizens, NGOs in the field of participation.
- E-learning course in the field of participation.
- Proposal of legislative and process changes.

The project proposal has been approved by the Monitoring Committee of Operational Programme Effective Public Administration in May 2015. Currently Plenipotentiary Office is working on the detailed version of the national project in co-operation with the civil society. NGOs representatives are part of a working group in order to receive feedback, use their knowledge and recommendations to enhance the project and to avoid problems during the implementation.

If the national project will be successful in the assessment process, the implementation will start in spring 2016.

On the topic of engaging citizens and the voluntary sector, the Ministry of Labour, Social Affairs and Family of the Slovak Republic ("Ministry of Labour") has developed reform initiatives and include policies to improve effective, qualified and accessible public services. These activities and efforts should, among other things, also comply with the Europe 2020 priorities and the objectives of the National Reform Programme in Slovakia.

First, the Ministry of Labour has placed an emphasis on involving of NGOs and other non-profit organisations into various activities of the Ministry of Labour. These objectives are carried out at various levels, and guaranteed mainly through the activities of the Government Council of the Slovak Republic for Human Rights, National Minorities and Gender Equality. The Council has seven specialised committees to carry out activities in specific areas and for different target groups for persons requiring increased protection against possible disadvantages.

The Ministry of Labour provides supervision to the Committee for Persons with Disabilities, the Committee for Gender Equality and the Committee for Children and Youth. The committees prepare and discuss various documents and strategies, action plans and their performance is co-ordinated by the Joint Secretariat of Committees, an independent organisational department established in 2011.

The Ministry of Labour provides financial and technical assistance to these committees. Among the members of the committees there are representatives of state administration and self -government, NGOs and the non-profit sector. The committees discuss and suggest recommendations for the Government Council for Human Rights, National Minorities and Gender Equality, or, their statements and opinions can be directly addressed to the Government Office of the Slovak Republic.

Participation of NGOs is considered to be a fundamental principle of institutional mechanisms, protection and promotion of human rights. The Ministry of Labour in the process of setting up the legislative framework also involves various working groups, which are set up with the aim to enable discussion at the professional and general level, and respect the needs of various stakeholders. There is a regular exchange of information during the workshops and other events are organised where the local authorities, advisory bodies, NGOs, private sector and civil society participate as well.

Furthermore, non-governmental organisations and interest groups belonging to civil society take part in the preparation and production of concepts and plans

through participative democratic processes and have a decisive influence on public debate in this area. Representatives are also involved in the preparation and evaluation of various legislative documents, regulations, concepts or strategies. The Ministry of Labour seeks to ensure availability and equal access to public services within the scope of its responsibilities regardless of gender, age, disability, race, ethnicity, religion or sexual orientation.

The key initiative in the field of improving service quality in the public sector is the promotion and support of implementing the Common Assessment Framework Tool (CAF) in public sector organisations as a total quality management tool. As the national office for CAF, the Slovak Office of Standards, Metrology and Testing provides advice and consultation to public administrations on CAF implementation and also performs an assessment of CAF External Feedback. Organisations implementing quality management model are directly guided by this model to use various tools for detecting needs and expectations of customers/citizens and improving the services they provide. Commonly used tools include various forms of questionnaires, surveys or black box which are used by organisations to receive feedback on the provided services as well as suggestions for further improvement. There are 59 CAF users currently registered in the Slovak Republic. Of these, eight organisations were awarded the international label "Effective CAF user".

The other tool to engage citizens and the voluntary sector in the participation of public services is to emphasise the need of disclosing public data as open data. The Plenipotentiary office and the Open data community in the Slovak Republic play a key role in this field. Detailed information is provided below.

The Slovak Government has also implemented reforms to partner with the private sector. In 2013, the Ministry of Economy of the Slovak Republic in co-operation with the National Union of Employers, created website businessfriendly.sk. The portal focuses on better communication with businesses, reducing administrative burdens and making the business environment in Slovakia easier. Entrepreneurs, as well as the public, submit a description of their problems related to absurd or restrictive legislation or administrative burdens they have met. During almost three years of its existence, the Ministry of Economy has received almost 150 suggestions, 23 of which were rejected because of irrelevancy, 42 were considered as unsubstantiated, 42 are still in the process of resolving or waiting for response from competent institution and 32 of them are resolved.

In addition, the Trade Department of the Ministry of Interior of the Slovak Republic has recently made several changes which reflected the needs of businesses. This includes:

- Data from the Trade Register are fully available to the Social Insurance Agency.
- 50% reduction of court fee for the electronic registration of a company via single point of contact.
- Increase of number of single points of contact.
- The option to request a notification from Commercial Register or extract from the financial statements.
- Designed reclassification of free trade labels in line with the EU statistical classifications NACE.

- Involvement of electronic forms from single points of contact in European testing STORK.

In addition, the Ministry of Foreign and European Affairs of the Slovak Republic ("Ministry of Foreign and European Affairs"), through its Economic diplomacy policy, focuses on promoting trade, encouraging growth, attracting investments and supporting Slovak businesses in different forms. The Ministry has set up a new Enterprise Centre Department with the aim to have dialogue with the business community and promote public-private dialogue for development.

The Department releases economic and business information to entrepreneurs electronically, which is available on the Ministry portal. It also sends directed information to relevant stakeholders and businesses via e-mail, provides companies seeking growth beyond their home border with information on export opportunities, organises specialised seminars and conferences for business on how to draw structural funds, co-ordinates realisation and use of the EU support programmes including Structural Funds to foster the potential of businesses for local and regional development, and co-ordinates the use of cross - border co-operation EU via the European Neighbourhood and Partnership Instrument (ENPI).

In addition to the above mentioned the Ministry of Foreign and European:

- Organises and co-ordinates business missions accompanying business trips of the Slovak higher state officials.
- Offers assistance, through embassies, to Slovak companies doing business outside the country.
- Operates economic committees with the participation of businesses.
- Co-organises and co-ordinates business matchmaking sessions.
- Arranges meetings, round tables with the attendance of enterprises to integrate business into the decision making process and promote policies to improve Slovak competitiveness and strengthen the economy.

The Ministry of Labour is preparing major changes in the setup of the regulation of private pension schemes, which concerns two of Slovakia's major defined contribution schemes: the first pension pillar and third supplementary pension pillar. The changes are being made in close co-operation and consultation with the partners from the private sector**.**

The most recent example of such co-operation is the creation of a working group for the purpose of (re)designing the pay-out phase of the first pillar. The working group consist of all relevant stakeholders from the public and private sector including representatives from the academic sphere. Importantly, representatives of insurance companies and pension fund management companies played a key role in this working group. Joint efforts of the working group resulted in the proposal of the amendment of *Act no. 43/2004 Coll. on old-age pension savings* which gained wide support across the whole political spectrum and was positively evaluated by many professionals from the private sector as well. Since the beginning of 2015, the first pillar pensions have been paid out based on these newly defined rules.

Fostering inclusiveness

When developing policies in the field of social insurance, the Ministry of Labour usually integrates stakeholders who are engaged in the specific topic to propose the best solution and receive different points of view from different sectors, look for compromise solution, which could be approved by the wide political spectrum and positively evaluated by the public. For example, the amendments to Act no. 461/2003 (described above) sought to institute a minimum pension or legislation in the field of widow's/widower's pensions. As the amendments were being considered during between 2013 and 2015, the Government held negotiations with the Union of Pensioners, who represented the interests of pensioners. Also, while preparing the legislation on the conditions for exempting working students from paying social insurance contribution, negotiations were held with representatives of the Students Council of Secondary Schools and the Student Council for Higher Education of the Slovak Republic.

Digital governance

Social media has become a popular tool to communicate with citizens in the Slovak Republic. The National Council, the Government and almost all government bodies have their own Facebook page. The National Council and the Government are also active on their Twitter profiles.[3]

Another interactive way which helps to improve public services and deliver inclusive outcome through actively engaging with citizens in Slovakia is via blogging. In Slovakia, the blogosphere grows every day, and there already exists a large engagement of citizens in blogging. Citizens may use blogging through various newspapers and journals, which in addition to standard articles provide space for blogging. For example, the daily SME has been combining classic and online news with blogs since the end of 2004. This has provided the opportunity for their readers to get their opinions online and in printed form. Also beginning in 2004, the Blog.sk established the classic weblog service. Currently, the government has various journals providing the possibility of blogging through mainstream news media.[4] These blogs services are also used by politicians.

A very important ICT tool in Slovakia is the Open Data Portal. Accessed through the webpage data.gov.sk, the site was created as a result of the Slovak Republic OGP Initiative (described above). The Open Data agenda has become more visible and various government departments have started publishing information in open formats. Since the beginning of open data initiative in 2012, 600 datasets of public administration have become publicly available. Additionally, standards for open data have been adopted. Standards on how to publish as well as provide and disclose information has been changed over the years due to massive ICT development.

There is a big pressure from the IT community, NGOs and people interested in developing innovation in public sector to publish data in open format. There is a significant shift between publishing "old fashioned" data and publishing data in open format. Having these data sets available is crucial to develop new IT applications, services, innovations and products based on re-using open government data.

Also, publishing public data in open format has the significant impact on promoting transparency, increasing accountability, decreasing corruption and leading to development new innovative services and to development of user-friendly

applications by business entities or NGOs. The main purpose of publishing public data in open format is to allow the NGO sector and business sector to re-use data in different ways in order to develop low-cost IT solution for users based on public data. IT applications increase the value of government data using geographical visualisation, creativity in order to make data more interesting and clear for citizens.

In addition, as described above, the Government uses ICTs to provide information to businesses through the businessfirendly.sk portal.

Digital governance is also at the heart of open and transparent citizens´ policy in Slovakia, established through the Action Plan of Open Government (described above). One of the assumptions of open governance is the responsibility of representatives of State Administration for the decisions they make towards the citizens. Part of the initiative is solving the problems of transparent governance and reporting corruption; for example new legislation on protection of citizens reporting corruption was introduced in 2014.[5]

Moreover, the use of modern electronic technologies in the field of public administration has considerably influenced the work of the Ministry of Labour and its communication with the citizens. Information from the administration contributed to effective and economic execution of tasks in various spheres and introduced new ways of exercising public authority electronically. The Ministry posts information regarding the labour market, social policies, reform of the social services, pension schemes, etc. on its website employment.gov.sk.

Data have been gradually developed and updated, and nowadays is available in extended scope and conceptual framework. The goals of the operational programme "Informatisation of society" (priority axis one of the programme is focused on the electronisation of public administration and development of electronic services) was developed in accordance with the introduction of the rule "once and enough" (this rule is related to the *Act no. 305/2012 Coll. on electronic performance of administration of the public authorities (Act on E-Government)*. The information, once provided for the first time, is stored. Such database serves as a backhand information storage for various systems, including dynamic forms, which pulls all available data based on combination of specific "life situation" and form used. Major benefits include solid information and its clarity, document centralisation, optimisation of workflow in employment agency resulting in cost saving and employee satisfaction, as well as client's/citizen's satisfaction, since it is not necessary to provide same information several times, to several different agencies, at several different occasions.

Citizens also have access to the electronic mailbox which enables them to receive electronic communication from the Ministry of Labour. This has enabled citizens to communicate with the Ministry of Labour entirely through e- services, if they prefer.

Electronic services are also accessible through the website slovensko.sk and Facebook, which enables direct communication and involvement of citizens. Through these reforms, the Slovak Republic has attained its goal of G2C (Government-to-Citizen), which is to provide one-stop, online access to information and services to individuals in the interactions between government and citizens.

Innovative policy design for inclusive growth

Key initiatives

For the Slovak Government, the most recent initiative aiming to facilitate joined up government was the proposal of the Strategy of Human Resource Management in Civil Service for 2015 - 2020 in October 2015. The document was prepared by the Government Office of the Slovak Republic as a body responsible for legal relations of civil servants provides a base for the new Civil Service Act. Due to the lack of complex centralised data on civil service management, the main tools which helped us to develop the Strategy and the new draft of the Civil Service Act were surveys and materials on human management policies and strategic policies provided by the OECD.

The first survey was distributed on-line and was addressed to all civil servants. The aim was to get a clear picture of the state of the Slovak Civil Service and to identify systematic and procedural problems of human resources management. The goal of the second survey was to identify problems of civil service regarding the implementation of the current Civil Service Act. The survey was sent to all personnel departments of central administrative bodies. In addition, a Steering Committee for Civil Service Reform consisting of civil servants in leading positions was formed. The Steering Committee was responsible for co-ordinating and overseeing the drafting process for the new Civil Service Act. The approved Strategy should be followed by submitting the new draft of the Civil Service Act into the legislative process in the first half of 2016.

Another example of joined up government is in regards to the administration of datasets via the Open Data Portal (described above), which launched public consultations to improve information provided to citizens. The Plenipotentiary Office undertook these consultations in collaboration with the National Agency for Network and Electronic Services (NASES) in February and March 2015. The aim was to find out what data are most in demand and is necessary to draw attention published data sets. The results of all similar past surveys have been combined and a list of most wanted datasets has been identified.

Apart from the initiative in civil service management mentioned above, in July 2015 the Slovak Government approved the proposal of the *Action Plan for strengthening the rule of law in Slovakia* where the Centre of Government is one of the key players. The Action Plan consists of three main areas:

- Transparency, predictability and participation in the legislative process
- Corruption as the negative factor for Slovakia
- Transparent and Effective Justice

Last year the Government also approved two crucial documents promoting joined up government: the *Action Plan for strengthening the rule of law in Slovakia* and the *Unified Methodology for assessment of selected impacts.* The aim of the Unified Methodology for assessment of selected impacts is to determine how proposals of legal and non-legal documents may influence public finances, social situation of citizens, employment, entrepreneurs, environment and digitalisation. As of 1 October 2015, the Permanent working commission of the Legislative Council of the Slovak Government was set up to monitor and supervise the impact assessment process. In

July 2015 the Slovak Government approved the *Action Plan for strengthening the rule of law in Slovakia* which gives a special attention to three areas: 1) Transparency, Predictability and Participation in the legislative process; 2) Fight against corruption; 3) Transparent and effective justice as a necessary basis for national and international investors. The Action Plan is closely linked to RIA as it includes measures on strengthening the impact assessment process, especially when preparing the national position on EU law. These changes have been reflected in the above-mentioned methodology in its update from beginning of 2016.

Public sector innovation

To support innovation, the Slovak Republic has adopted the document "Research and Innovation Strategy for Smart Specialisation of the Slovak Republic". This document contains various measures for improvement of the social and economic environment in Slovakia. This strategy is a framework document to support innovation, research and development for the programming period 2014 - 2020.

The measures in the strategy are directed to the public sector through support of public universities and the Slovak Academy of Sciences linked to co-operation with the business sector and the local government. The strategy is a proposal for the management of research, development and innovation so-called "governance", which should simplify and clarify an existing system fragmented among various government entities. The Government believes that Research and Innovation can help to solve major social challenges, especially in the field of inclusion, public sector, marginalised groups problems, youth employment and population ageing in order to create open and inclusive innovative society.

In order to facilitate the development and implementation of innovative business ideas, both in universities and the business environment, in 2015 the Government adopted the Concept for the support of start-ups and development start-up ecosystem in the Slovak Republic.

Improving the delivery of services for and with citizens

Key initiatives

Since 2014, the Slovak Government has been implementing reforms aimed at strengthening their civil service. Specifically, the Government Office of the Slovak Republic, as a body responsible for legal relations of civil servants, prepared a significant policy document entitled the *Strategy of Human Resource Management in Civil Service for 2015-2020* which was approved by the Government in October 2015. The plan of the Government office is to propose the new draft of the Civil Service Act into the legislative process in the first half of 2016. The Strategy is considered as the basic platform for reform of the civil service system in Slovakia, which should be fulfilled by the adoption of the new Civil Service Act. The Strategy contains a thorough analysis of the state of play in the area of civil service, a vision for the civil service in 2020 and measures to be taken in order to ensure a stable, efficient, professional and politically neutral civil service.

The new Civil Service Act should strengthen civil service and its performance management mainly through:

1. New control mechanisms:

- Creation of the Civil Service Council, as an independent, co-ordinating and monitoring authority that will supervise the basic principles of civil service.
- Delegating the competence to the Government Office of the Slovak Republic to perform control in each service office.
- More controlled planning of civil service employment positions.

2. Access to information:

- Provide better access to civil service employment through the publication of all selection procedures on one webpage.
- Create the "Central Information System of Civil Service," which will be managed by the Government Office of the Slovak Republic. This central information system should consist of registry of selection procedures, registry of graduates, registry of redundant civil service employees, registry of civil service employment positions and a registry of civil servants.

3. Improving selection procedure:

- Develop a selection procedure aimed at verifying and evaluating the abilities of applicants.
- Introduction of a two-phased selection procedure for graduates (via recruitment pool).
- Introduction of selection procedure when civil servants are transferred to different positions.

4. Increasing performance:

- Introduction of mentoring for newly recruited civil servants.
- Introduction of a performance evaluation system for civil servants, to be conducted once a year.
- Improve the training of civil servants.

5. Supporting stability:

- Abolish the ability to remove superior officers from their functions without specifying a reason.

6. Disciplinary proceeding:

- Introduction of disciplinary proceeding in case of violation of service discipline.

Diverse civil service

In the draft Civil Service Act mentioned above, initiatives to build a more diverse and inclusive civil service are included. A new recruitment procedure should be introduced including a recruitment pool for graduates in order to attract graduates to civil service positions and increase their number in the civil service. Graduates are

usually considered to be a disadvantaged group because of the lack of experience. According to the draft Civil Service Act the Service Offices are expected to determine posts for graduates.

Trust in government

The initiatives in regards to the Strategy and new draft of Civil Service Act are aimed at ensuring transparent, effective and professional civil service, which the Government anticipates will improve trustin government. The draft of the Civil Service Act, among other things, supports the creation of an independent, co-ordinating and monitoring authority – Civil Service Council – which will perform supervision over the basic principles of civil service.

Core values of the civil service

The most recent initiative in this aspect is the definition of civil service principles in the draft Act on Civil Service. The civil service principles constitute a framework of values for guiding the behaviour of civil servants as well as for guiding the decisions of the service offices in relation to civil servants. These principles are: political impartiality, legality, transparent recruitment, efficient management, impartiality, professionalism, transparent and equal remuneration, stability and fair treatment. These principles are a point of departure for the vision of the civil service, outlined in the Strategy, as well asfor concrete provisions of the draft of the civil service law. The principles are placed in the beginning of the Act, so that the civil servants and service offices are constantly reminded of what is expected of them by the society, as well as of what they can expect from each other as partners.

In the draft Civil Service Act, the Civil Service Council is proposed to handle civil servants submissions in case of violation of the principles. The council will be able to issue recommendationsto service offices and advise civil servants on legal tools which help enforce the principles. The Council is also expected to be active in strengthening these values among civil servants and taking part in public discussions related to the civil service and that way help in building awareness of the principles.

Gender balance

In the Slovak Republic, the Ministry of Labour is the institution responsible for the overall co-ordination of the agenda of gender equality and equal opportunities. The Ministry prepares and implements various strategic documents and policies in co-operation with the NGO sector, other relevant actors, academics and civil society. Recently, the National Strategy for Gender Equality for 2014 -2019 and the Action Plan for Gender Equality were approved by the Government in November 2014 as a framework for gender equality policy. Both documents define the problematic areas in gender equality that require intervention and systematic work and suggest proposals of solutions and targets as well as operational goals.

The Action Plan for Gender Equality identifies 64 key tasks in the areas of economic independence, removing gender barriers on the labour market, the decision-making process, education, science and research, dignity and physical integrity, institutional and legislative insurance of gender equality, international co-operation and development aid.

In addition to this, the Ministry, in co-operation with other ministries and NGOs, prepared the Fifth and Sixth Periodic Reports of the Slovak Republic on the Convention on the Elimination of All Forms of Discrimination against Women 2008–2013. The report contains information on legislative, judicial, administrative and other measures that have been adopted for the purpose of implementing the convention in practice and also the progress that has been made in this direction. Information on the fulfilment of specific recommendations from the Concluding Observations of the Committee on the Elimination of Discrimination against Women has been incorporated into the commentary on individual articles. Gender equality and the elimination of discrimination against women are implemented as a horizontal priority in all operational programmes for the programming period 2007–2013.

Another example of positive development in the area of inclusive policies and gender issues in the Slovak Government is the implementation of the national project "Institute for Gender Equality." This project has been implemented with support from the European Social Fund within the framework of the Operational Programme Employment and Social Inclusion and was carried out by the Ministry of Labour Education Centre. It is aimed at improving gender equality as well as eliminating gender gaps and stereotypes and contains policies and measures for social inclusion and equal opportunities in the public and non-public sectors. The project also aims to encourage employers to implement policies and measures supporting social inclusion.

Furthermore, the project included educational activities for state administration and local government bodies, including the development of courses on gender equality and the production of fundamental analyses, research and methodology supporting the promotion of gender equality in public life, focussing on the labour market in particular. One of the objectives of the project is also to create an e-system for gender mainstreaming and provide co-ordination in this area.

Furthermore, in 2014, the Ministry of Labour started implementing *the national project "Family and Work,*" which uses affirmative action to support employment of mothers of small children. The goal of this national project is to facilitate the harmonisation of family and work life. The pilot project is crucial both in terms of facilitating the creation of innovative forms of childcare as well as encouraging employers to introduce flexible forms of work and employment for parents, especially mothers with preschool aged children.

The project will directly support flexible forms of work, including shorter working hours, shared work and teleworking. The aim is to promote the so-called "flexisecurity" – meaning flexible yet socially secure jobs. The goal is to encourage employers to create new jobs and hire either persons on parental leave, including both mothers and fathers, or mothers of children below six years. 90% of the monthly wage, representing the total real cost of labour within the limit of the average wage in the national economy, will be reimbursed. In regards to employed mothers with children aged six to ten years, the total contribution will be 50% of the monthly wage. The project, which will last through December 2015, will get EUR 23 million from EU funds and support employers across Slovakia, except the Bratislava Region, which is excluded from the project.[6]

In addition, the Slovak Government created the new Operational Programme "Human Resources" with the goal of eliminating gender stereotypes, especially in

relation to the labour market and education**.** This programme was prepared for the new programming period in regards to the EU Structural Funds 2014–2020.

Furthermore, gender balance is incorporated in the principle of fair treatment in the draft Civil Service Act. The principle is defined in terms of equal treatment in civil service management areas, such as selection, promotion, pay, etc., regardless of gender, among other characteristics (religion, nationality, etc.). Discrimination based on gender is also forbidden according to the draft Civil Service Act and is linked to the Slovak Antidiscrimination law. The current Civil Service Act contains the same provision as well.

Further activities involve delivering services in the area of fighting violence against women. In 2014, the Ministry of Labour started with the implementation of *projects* for providing institutional support to victims of violence against women and domestic violence. A number of specific measures that will strengthen institutional support are included in this project, supported by the European Social Fund, with a total commitment of around EUR 3 million. The aim is to improve the assistance provided to women and children experiencing violence and ensure the accessibility of social support services in the regions. The main content of the project is support for existing and the establishment and operation of new women's shelters and related counselling services throughout Slovakia to ensure regional accessibility in every self-governing region.

In addition to the above reforms, the Slovak Government is also promoting the equality between men and women and non-discrimination in accordance with the European Structural and Investment (ESI) funds. Programmes co-financed by the ESI must comply with the horizontal principle of non-discrimination and equality of men and women. For the purpose of preventing discrimination and promoting equality between men and women, these principles will be applied across all programmes by means of implementation of positive action measures and activities targeted to support disadvantaged groups while taking into account the ESIF specifics. The basic framework for identifying priority areas and objectives for applying the principle of preventing discrimination and promoting equality of men and women will be the National Strategic Document, which will guide the application of the principles for programmes implemented using ESI Funds.

At the national level, Managing Authorities (MA) will submit regular report on fulfilment of the horizontal principles of promoting equality of men and women and non-discrimination to the responsible authority by means of the assessment of monitoring reports and on the spot control at regular intervals. Analytical, evaluation, strategic and legislative activity will be provided by the Ministry of Labour, which is responsible for the state policy in these areas and will be responsible for defining the conditions for the provision of support to ensure the application of these horizontal principles and the method of their verification, which will be binding for the MAs. The Ministry of Labour will also provide educational and training activities for the application of the principles to the authorities involved in the ESI Funds implementation, as well as relevant socio-economic partners and evaluators.

In accordance with the partnership principle, relevant civil society institutions, representing gender equality, non-discrimination and the interests of disadvantaged groups will be involved in the preparatory process through participation in working groups. A horizontal principle co-ordinator will also co-operate with relevant civic society institutions in the evolution of the Operational Programme, or as expert

evaluators invited by the co-ordinator, on-the-spot control of projects, as well as in training provided to MAs and beneficiaries.[7] At the same time, the role of the Slovak National Centre for Human Rights will be reinforced, which will be engaged, as a partner to the horizontal priority co-ordinator, in the regular monitoring of compliance with the horizontal principles and advising MAs, beneficiaries and project target groups. Also, the Centre will participate in horizontal principles co-ordinator's projects.

Last, the Operational Programme Effective Public Administration (OP EPA) focuses on improving Public Administration public policies and service, which includes access for all citizens to services under the principle of equal treatment. As a part of OP EPA, support will be provided to education and extension of knowledge of public administration employees on all groups of inhabitants who are, or can be, threatened by any form of discrimination, and support professional conduct of Public Administration employees by means of training and education activities.

Activities in the OP EPA will ensure equal access to all citizens and businesses, including access to persons with disability, application of gender-free approach, education of public administration employees in the field of gender equality and the establishment of children corners in client centres. Relevant areas will address by means of enhancing gender equality and equal opportunities, particularly in regards to families with children, active fatherhood, working conditions of pregnant women, mothers and fathers with small children, modifying the working hours for families to aid with education and care of children, adapting conditions for performance of work and assistance in nursing services for children under three years of age and children of pre-school age.

Strengthening accountability through better performance management and evaluation

Key initiatives

As part of the implementation of the functional RIA reforms, the Slovak Government is creating a government-wide evaluation as a tool for better policy-making.

Moreover, the evaluation of objectives of the Government can be considered as an example of performance management. The overall objectives are included in the Manifest of the Government of the Slovak Republic. For example, the objectives that fall under the Ministry of Economy are evaluated annually within a report on evaluation. The report includes an update of previous tasks and determines new tasks. The policy areas which require finance from the state budget are evaluated within the Programme budgeting. Each area is elaborated on a separate registration card, which includes information on objectives, measurable indicators, evaluation period and others.

Another example of evaluation is found in the National Reform Programme, published annually by the Ministry of Finance. This programme is accompanied by an action plan with objectives and corresponding indicators, which are evaluated twice a year.

Furthermore, in 2015 the Slovak Government approved the proposal the Uniform Methodology for the Assessment of Selected Impacts. The main goal of

this initiative is to improve the quality of legislative and non-legislative material with regard to the principle of informed decision- making process and strengthening the transparency of public policies.

In 2015 the Slovak Government also approved the National Reform Programme 2015 and the Stability Programme of the Slovak Republic for the years 2015-2018. The National Reform Programme describes the structural measures planned by the Slovak Republic for implementation during the next two years. The new complex approach to the priorities identification taking into account GDP as well as other life quality aspects identified the labour market, the health care system and primary education as the highest challenges of the Slovak economy.

Performance management

The Slovak Republic considers strong analytical units key players in strengthening performance management by identifying problems and proposing concrete solutions. The process of setting-up analytical units has already started across ministries and currently is on-going. For example, an analytical unit was set up at the Government Office which is focused on analysis in the area of Cohesion policy, finding solutions for supporting of synergic effect of EU funds and proposing measures for an economic growth and creation of new jobs. The building and strengthening of analytical units in other central institutions is still on going. They play mainly an advisory role for qualified decisions of central institutions in various areas. In addition to this, the new draft Civil Service Act plans to strengthen the civil service and its performance management through mechanisms mentioned previously.

Another initiative to strengthen performance management in Slovakia is the National Reform Programme of the Slovak Republic 2015 (described above). The planned measures in structured topics of the reform programme are the following:

- Fiscal policy and public finance
- Education, science, and innovation
- The regional education system
- Tertiary schools
- Science and research
- Employment and social inclusion
- Employment
- Social inclusion
- Transport infrastructure and telecommunication
- Modernisation of public administration and the business environment
- A transparent society and law enforcement
- Environmental sustainability and energy

Identifying what works

In regards to identifying what works, the Government of the Slovak republic recognises that the two biggest challenges, as defined by lagging behind other

European countries, are the labour market and the quality of health care. Primary education was identified as the third priority due to the high level of lagging behind, deteriorating results and a significant negative effect on other areas, which will materialise in a longer time horizon. With the exception of social sustainability measured by income inequality, Slovakia attains substandard values in all other monitored performance indicators.

To measure what works, performance indicators are matched with supplementary indicators, which integrate broad problem (e.g. the labour market) to smaller, better understandable areas (e.g. long-term unemployment or cross-border trade in the business environment). From this perspective Slovakia stands out as regards the unemployment of low-qualified workers.

The supplementing indicators suggest that the main problem in the labour market resides in employing low-qualified workers and in long-term unemployment. Long-term unemployment and the related loss of skills represent another barrier impeding better outcomes on the labour market. However, the share of unemployed young people in the total unemployment rate in our country compared to other EU countries is not a significant problem. Older people (55-64) or women face a much worse situation in comparison to international figures.

Currently, the Slovak Republic is sharing experience at national and international level. The macro-regional strategy offers solutions to various problems with an integrated approach at the macro- regional level. This platform also enables to exchange useful experience and best practice among actors at the international level. The participants can benefit from success and failureand can avoid possible mistakes in similar situations at the national level.

Pilot programmes

The Slovak Republic has several experiences with policy and programme experimentation in different areas, including in regards to the health care system, public employment services, child care facilities and the employment of women and state administration reform. Three such examples are explained below.

First, in regards to child care facilities and the employment of women, the "Family and Work" pilot project was implemented in February 2015 with the aim to support employment for mothers with children. Financial subsidies are provided for each newly created job for women on maternity leave or with a child less than ten years of age. The project will also support flexible forms of work and part-time jobs. In addition, the total labour costs of pre-school teachers, as well as the costs of the kids' corner equipment, will be refunded. The overall funds allocation represents EUR 23 million.

Second, related to state administration reform, beginning in February 2015 the Government created a mandatory electronic marketplace for selected public procurement. The mandatory use will apply to PPs for sub-limit orders by all state institutions and local governments when purchasing commonly available goods and services from EUR 1 000 to EUR 134 000 excluding VAT, as well as construction work from EUR 1 000 to EUR 5 186 000 excluding VAT. Pilot operation of the virtual marketplace has been functioning since July 2014. The tool should bring about benefits in the form of decreasing administrative burden, increasing transparency and reducing opportunities for corrupt behaviour.

Last, in 2014, the Slovak Government established a pilot project to assess the contributions of EU Structural Funds and Cohesion Funds to the educational objectives of the Europe 2020 Strategy. The results confirm the synergic effect of structural funds and budgetary funds while projects funded from European funds had a mobilisation effect especially on primary and secondary schools. The main result of the assessment is the confirmation of the strong relationship between the socio-economic situation and results of students. A strong correlation may be found mainly at the first level of education and this indicates the need for more complex solutions of social and economic problems, which represent a basic prerequisite for enhancing achievements in education. Similarly, the Government carried out a pilot project for the further assessment of the contribution to the strategy target – research and development which was published in 2015. Based on the objectives there were two basic questions formulated concerning the contribution of the above funds to research and development targets. The assessment focused on three main areas: relevancy of interventions, achieved results, effectivity of investments. During the evaluation 589 projects were identified within the Operational Programme Research and Development 2007-2013. Based on the results, contributions from the above funds have been assessed as highly relevant for achieving the Europe 2020 Strategy and added up 43.2 % of public spending on Research and Development in 2008-2014.

Notes

1 Second Slovak National Action Plan of OGP here www.opengovpartnership.org/country/slovakia/action-plan.

2 There is a distinction between petition and collective electronic request. Whilst petitions are established in Slovak law, collective electronic requests are established only as OGP commitments.

3 E.g. Slovak Parliament: https://www.facebook.com/pages/National-Council/433308100039545?fref=ts, Slovak government: https://www.facebook.com/pages/Government-of-Slovakia/140654205960653?fref=ts).

4 See: http://blog.sme.sk/, http://blog.pravda.sk/, www.blog.etrend.sk/, http://blogy.hnonline.sk/, https://dennikn.sk/blog/.

5 For more information: http://www.otvorenavlada.gov.sk/ogp-home/.

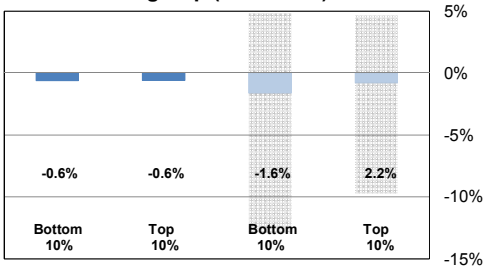
6 Taking into account the amount of allocated funding and the overall disadvantageous situation in the less developed regions, it was agreed that the project will be implemented in Slovakia excluding the Bratislava region.

7 Female and male employees of the state administration and self- governing regions (VUC) institutions and the members of the Co-ordination Committee for horizontal principles for equality between men and women.

Slovenia

SLOVENIA: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

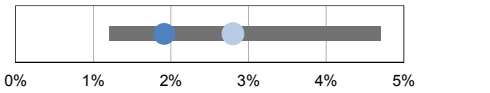
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

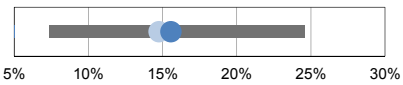
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



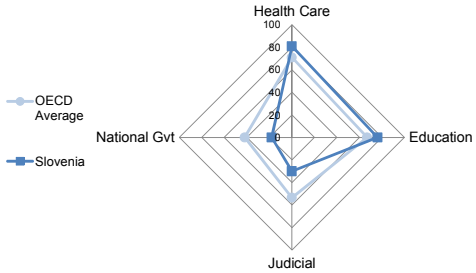
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average Slovenia

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

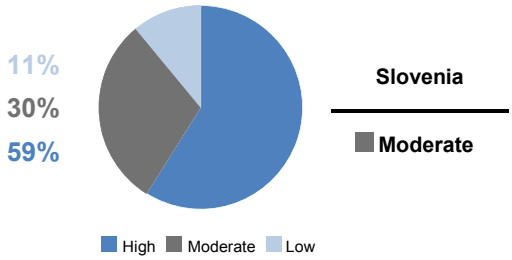
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

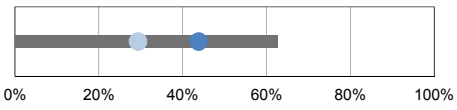
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

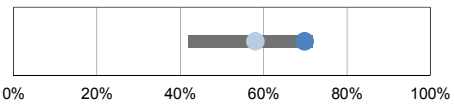
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

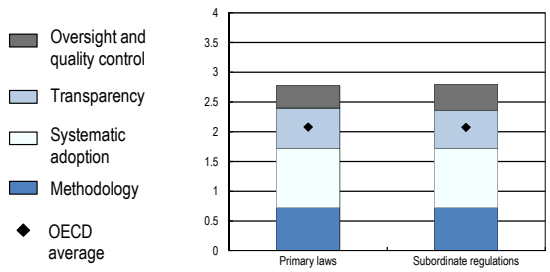
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

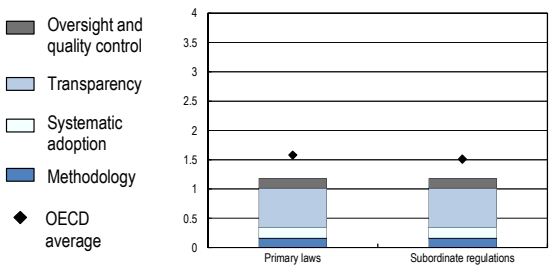
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

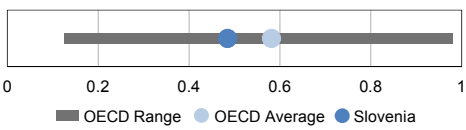
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

In Slovenia, several participation tools have been developed to stimulate citizens, businesses and civil society organisations to take part and actively engage in decision-making process and the co-production of public services. In addition to online tools that enable one way relationship where government produces and delivers information for citizens, tools have also been designed to implement two way communication. These tools will enable citizens and businesses to provide feedback to government and actively participate in the policy-process.

First, the Slovenian Government developed IT-supported procedure for drafting legislation (ITDL). This procedure created standardised software for users at the ministries and government agencies, which provides the public with easy online access to regulations in the drafting procedure. At the same time, the software encourages the public to actively participate in all phases of the procedure of adopting legislation. The ITDL system introduced electronic services into the process of drafting legislation which means that since 2010 paper has no longer been used in drafting regulations.

In 2009, the Government Communication Office also launched the portal predlagam.vladi.si ("I suggest to government.si"), which allows citizens to submit new ideas about, discuss them in an open forum, and express support for other ideas by voting. Within the first year, the portal had 2 987 registered users, generating 1 201 proposals, 7 021 comments and 11 521 votes. 251 of those proposals were submitted to the competent government agency for review. The Government prepared 276 responses to those original 235 proposals. On average, the response time was 23.9 days. In 11 of those cases, the responsible ministry took positive actions to solve the problem.[1]

Moreover, the National Interoperability Framework (NIO) is a national portal that organises and manages the interoperability assets, open data and applications, single point of access to repository, data sets and applications tools of the public administration. It is a platform for the publication of public sector data in machine-readable forms for their re-use.

In an effort to reduce administrative burdens, the Slovenian government has implemented a number of digital solutions to engage businesses. First, the Stop the Bureaucracy Portal aims to establish a single point of contact for accepting, consideration, adjudication and publication of content related to regulatory burden reduction and better regulation. Via the web portal, users may submit their proposals to the competent authorities for eliminating burdens and simplifying procedures, It also provides information on the Action Programme for the Reducing Administrative Burdens by 25% by 2012 implementation, publishes best practices (at both national and EU levels) and reports on administrative burdens in an individual regulation as measured in the programme.

Furthermore, the Government supports the engagement of businesses through the BusinessSOS Portal. Through this portal, business entities can electronically report specific problems they have in the concrete procedure and the competent authority should within 15 days prepare an appropriate response also published on the site.

Another burden reduction programme was realised through the adoption of the Single Document in 2013. The Document aims to achieve greater synergy effects of all anti-burden measures, to avoid reporting to the various authorities and to pursuit the unified co-ordination. The Document comprises definitions of measures, commitments, proposals for solutions, competent bodies and deadlines. The Single Document is constantly being updated by new measures, including, among other things, changes resulting on the basis of proposals submitted through the portal STOP bureaucracy, BusinessSOS and predlagam.vladi.si. In addition, the "Realisation of measures to improve the regulatory and business environment" web-application was established for more efficient reviewing and monitoring the implementation the measures set out in the single document.

In addition, the Slovenian Government established a comprehensive set of public administration websites. Prior to their establishment, most information was published in several places, which can lead to fragmentation and duplication. Therefore, in 2013, a uniform editorial policy and single editorial structure was adopted that governs the operation of all state web portals. This represents a first step towards the unification of the communication of state authorities with the public. In the final implementation stage, a single national website point gov.si was set up, which includes all state administration sites and is designed in form of life events for citizens, foreigners, non-governmental organisations and business entities.

As part of future projects in the field of active citizen participation, the Government is setting up a Single Business Point that enables domestic and foreign entities to do business in Slovenia. The portal provides information about the conditions and procedures required for performing a certain activity or profession in the Republic of Slovenia. When completed, it will provide modern and user friendly e-services. Full implementation of e-services was completed at the end of 2015.

Another project is the multi-channel Single Contact Centre, which will be set up to enable the use of different communication technologies with users, such as through telephone, e-mail and regular mail. The centre will be uniformly organised, providing system of user support through which the state will effectively solve problems related to its services, provide quality information and take suggestions and proposals of users for improving the operation of the state administration.

In 2016, the Government plans to implement the e-Regulations project, aimed at integrating consultation process into the process of drafting regulations, taking those preparing regulations obliged to publish the drafts and conduct consultations. In addition, a Small- to Medium-Sized Enterprise (SME) Test, which assesses the regulatory burden on SMEs, will be implemented. The SME Test will provide a SME calculator to external stakeholders who will be able to calculate estimated effects of different alternatives.

Last, the implementation of the system MOPED (Modular environment for the production of e-documents) will make a considerable progress in the area of stakeholder consultation by introducing a higher degree of standardisation and accessibility to the process of drafting regulations.

Innovative policy design for inclusive growth

Key initiatives

The Slovenian Government has recently implemented a number of policy initiatives that require best mix of instruments for effective policies are the following: First, the National Reform Programme outlines the basic guidelines and targets for the 2015-2016 period in accordance with the EU 2020 Strategy to achieve smart, inclusive and sustainable growth. As a member of the EU and EMU, Slovenia is committed to respecting joint rules on restricting movements in public finances and wider economic areas.

According to the programme, the main goals of economic policy are promoting growth and fiscal consolidation. Conditions fostering growth will be ensured by improving competitiveness factors and raising the productivity of the economy, as well as employment, while being aware of demographic and environmental restrictions or opportunities. To achieve long-term growth and create high-quality jobs, Slovenia has drawn up measures in crucial areas to increase productivity and efficiency, and ensure an appropriate level of social inclusion and justice. At the beginning of 2015, the government concluded the Social Agreement for 2015-2016 with social partners, outlining crucial working areas and measures that will be delivered with the co-operation of social partners.

In addition, Slovenia's Smart Specialisation Strategy, adopted in 2015, is a common strategy of the government, the business sector and the industry, research organisations and civil society, which are all contributing to defining development priorities by 2023. The Government's main goal is to improve the competitiveness on the global market by increasing the extent of knowledge and technologies in exports, increase the share of high-tech intensive products and the share of exported services with a high share of knowledge in all exports.

On the topic of joined up government, in 2015 the Slovenian Government adopted the Public Administration Development Strategy 2020 together with the Action Plan 2015 – 2016. The basic objectives of the Strategy are focused on the quality, efficiency, transparency and responsibility of public administration. Additional measures and activities will help the Government achieve a higher level of professionalism, innovation and responsibility of civil servants. Decisions and activities will be based on the expected benefits for users together with their needs. Internal supervisory mechanism will be additionally strengthened to limit the risk of corruption and intentionally stimulate the transparency of operation. The leading principle of the operation of public administration will be aimed at the strengthening of basic values with special emphasis on the rule of law, fairness, co-operation and consensus orientation.

Concretely, the action plan defines the activities in the following areas:

1. Efficient organisation (rational Public Administration organisation, programming budget, project management).
2. Efficient use of resources (HRM, public procurement, physical asset management).
3. Improving legislative environment.

4. Open and transparent operation with zero tolerance to integrity violation in the public sector.
5. Quality management systems in public administration.
6. Modernisation of the inspection procedure.
7. Effective informatics, increased use of e-services and interoperability of information solutions.

At the end of 2015, a web-based information system supporting realisation of measures defined in strategy and in the two year action plans was introduced, which enabled online public access to view the results obtained.

As for regulatory practices to foster a whole-of-government approach, the Resolution on Legislative Regulation was adopted in 2009/2010, which is aimed at assessing the effects of regulations at the time of their adoption, simplifying existing legislation, eliminating red tape, and collaborating with the public. The main goal of the Resolution is to commit any political authority and its civil servants to collaborating with the public when preparing legislation, and ensuring a suitable time frame for public debate (a minimum of 30 days and a maximum of 60). It is the government's aim that drawing up regulations and policies involves the key principles of good legislation policies – such as the necessity of legal regulation, self-restraint, proportionality, responsibility, accessibility, simplification and transparency. Furthermore, while ministries are responsible for preparing their own draft legislative proposals, they are obliged to send all ordinances, secondary legislation, laws, etc., to the Government Office for Legislation prior to the submission to the government.[2] Moreover, legislative proposals must be accompanied by a RIA.

Based on the Resolution, amendments to the Rules of Procedure of the Government and the Instructions for Implementing the Provisions of Rules of Procedure of the Government of the Republic of Slovenia were adopted. In this way, a better regulatory policy has been stimulated that enhances the development of the economy, satisfies citizens in relation to current policies, and thus strengthens the democratic process of public governance.

Public sector innovation

The Research and Innovation Strategy of Slovenia 2011-20 (RISS) is the highest strategic document in the field of research and innovation aimed at establishing a modern research and innovation system that will improve quality of life. Its main priorities are: fostering scientific excellence, promoting co-operation between universities, research institutions and industry, and promoting international mobility and technology transfer.

In regards to innovative practices in public administration, the Slovenian Government carried out a pilot project called "partnership for changes" in June 2015. For a five day period, the partnership allowed 15 employees from the Ministry of Public Administration to work in different companies, such as Microsoft, IBM and SAP, among others. Conversely, the Ministry hosted 15 employees from private companies. The project helped to break some stereotypes and raised awareness and understanding about these very different sectors. The effect at both sides was very good and beyond the Government's expectations.

In autumn 2015, the Government upgraded the project to include other ministries and more private companies. In addition, the Government is conducting different activities from October 2015 to May 2016, such as workshops and searching solutions to common challenges, which will all be driven by an interesting and entertaining approach. The outcomes of the project are to improve the motivation of employees, transfer of know-how, improve the understanding of the needs for each sector, foster closer co-operation and search for solutions for common challenges. The project will represent the groundwork for the future idea studio/idea accelerator in the Slovenian public administration similar to Danish Mindlab and the UK Behavioural Insights Team.

As for the future plans, the Slovenian Government will introduce the Programming Budget as a mechanism to connect the government's strategic plans and priority with the drafting of the state budget. This requires comprehensive policies at the national level and the co-ordinated establishment of financial and substantive frameworks with regional and municipal levels. As a result, the implementation, monitoring and awareness of structural reforms in the entire general government sector would be enhanced.

Improving the delivery of services for and with citizens

Key initiatives

To strengthen the civil service, the Slovenian Government is focusing on modernising Human Resources Management to contribute to the professionalisation of public sector employees and to achieve long-term effects that will result in better quality of public services.

Therefore, the Government is in the process of amending the Civil Servants Act. The amendments will reintroducing the proficiency exam, aligning the Act with the Employment Relationships Act (notice period, severance pay, temporary employment contracts, use of IT for informing and service of processing) and introducing the unified competency model in public administration with the establishment of the competency centre with the Ministry of Public Administration as a competent authority.

In addition, the Government is introducing the unified competency model in the public administration. This will establish connection between performance assessment, training system, remuneration and promotion of civil servants as well as efficient workforce planning, mobility and career development.

Also, the payment system is being modified. The Government has adopted a platform for improvement of public sector salary system, including key changes such as the deregulation of the pay system, establishing higher flexibility of pay setting in order to increase the link between the pay and work results and decreasing automatisms in pay setting at individual level.

In addition, the Government is developing new training programmes in key areas. These areas include better governance, quality in public administration, digital literacy, transparency and integrity and public procurement. The new training programmes were developed and implemented at the end of 2015.

The Government is also conducting a functional analysis of all public administration bodies and developing key performance indicators to improve the efficiency of the public administration (described below).

Diverse civil service

Currently, the Government of Slovenia has no specific diversity strategy. Rather, the Government has enacted several policies that contain elements that enhance diversity in the Public Administration. For instance, according to the article 7 of the Civil Servants Act, the employment of civil servants is implemented so as to guarantee equal access to work posts for all interested candidates under equal conditions, and to guarantee the selection of candidates most professionally qualified for the performance of tasks in the respective work post.

As well, several legal acts have been adopted in order to promote diversity in public sector and in public life, including: Implementation of the Principle of Equal Treatment Act, Equalisation of Opportunities for Persons with Disabilities Act, Equal Opportunities for Woman and Men Act, Election of Slovenian Members to the European Parliament Act (quotas for women), National Assembly Elections Act (quotas for women), Local Elections Act (quotas for women).

To promote diversity, the Slovenian Government has adopted several action plans and quota systems in the field of management of diversity for persons with disabilities to encourage, protect and ensure full and equal enjoyment of human rights and to promote respect for their dignity. State administration bodies have to employ 2% of persons with disabilities in accordance with the Decree establishing employment quota for persons with disabilities.

As for the gender equality policy, one of the Government's strategic goals is a well-balanced representation of women and men appointed to positions in public administration and the judiciary. Currently, the share of women ministers in Slovenia is 43.8%.

Trust in government

Support of citizens is crucial for the effective implementation and success of reforms. In Slovenia, trust in government in recent years has been relatively low due to economic crisis and frequent changes of governments that have not responded adequately to the challenges or have not sufficiently informed public about the reforms, particularly about their impact. Moreover, the reason for the lower support of citizens is in the resistance to change. However, these changes are necessary to ensure the development of the country.

To address these shortcomings, the government that took up duties in September 2014 adopted important measures to improve the communication towards citizens to inform them of the importance of implementing the main reforms in the country. To support this goal, the Government improved the regular co-ordination of ministers on crucial projects in the country has been set up as well as co-ordination of public relations officers. This was adopted to establish a single system of communication with the public and common editorial policy to govern the operation of all state web portals in a unified way.

Furthermore, within the framework of the Economic and Social Council, the Government established a clear and structured dialogue with representatives of the

economy on one side and the unions on the other side. As a result, the recently-adopted Document on the Social Agreement binds the social partners to co-operate in all key areas of economic and social development as well as the development of public administration.

In the field of fighting against corruption, several priority actions have been undertaken recently. The Police continued to focus on economic crime, particularly on the detection and investigation of criminal offences including corruption in banking transactions. The amendments to the **Judicial Service Act, the Courts Act and the State Prosecutors' Act** have taken into consideration the GRECO recommendations for corruption prevention in terms of ensuring the integrity of judges and state prosecutors. Since February 2015, **financial reports of the organisers of the election campaigns can be accessed online** on the website of the Agency of the Republic of Slovenia for Public Legal Records and Relates Services (AJPES) along with the annual financial reports of political parties. An upgrade to the Public Procurement portal has increased the transparency in public procurement where **Internet access to all public procurement contracts has been provided**.

The Slovenian Public Administration Development Strategy 2020 recognises, as one of the important goals, transparency and integrity with zero tolerance to integrity violation in the public sector. It specifically addresses some projects, which are directly related to transparent and open operation and the culture of integrity. One such programme is "Supervizor," an online application that provides information to users on all business transactions of the public sector bodies. In addition, integrity training, the establishment of a Uniform Risk Register, and transparency in the field of public procurement are all being implemented by the Government.

Last, the core values for the public service are included in the Civil Servants Act, Public Administration Act, Decree on Administrative Operations, Inspection Act. Also, the Code of ethics for civil servants in state bodies and local communities reflects the above mentioned core values. The core values are as follows:

- Principle of equal access
- Principle of legality
- Principle of professional conduct
- Principle of honourable conduct, restrictions and duties in respect of the acceptance of gifts
- Principle of confidentiality
- Principle of responsibility for results
- Diligence of a good manager
- Protection of professional interests
- Political neutrality
- Impartiality
- Openness to the public
- Assuring general information
- Obligation of dealing with clients

- Principle of proportionality

Strengthening accountability through better performance management and evaluation

Key initiatives

In Slovenia, the Government sets out its main tasks for a specific period in its work programme and budget documents. The Government's work programme, adopted at the end of each calendar year, sets out the proposals for laws, decrees and other general legislative acts of the Government and ministries. The Government sends a list of laws and other acts that are within the competence of the National Assembly and are included in the Government's work programme to the National Assembly for information. The Government monitors the implementation of the work programme on a quarterly basis. The Secretariat-General keeps monthly statistics on the work of the Government and publishes them in the Government Information System.

On the basis of Government work programme, every Ministry sets up its programme and action plan of priority activities whose implementation is regularly monitored.

In the development area, the Government Office for Development and European Cohesion Policy is responsible for preparing, co-ordinating and monitoring the implementation of Slovenia's development strategy. The office also co-ordinates the development of programmes to achieve the objectives of the Europe 2020 Strategy in Slovenia and the European Union institutions. It co-ordinates the development planning and development documents and monitor the implementation of development policies and programmes in accordance with its programming budget and structural reforms. The office also provides evaluation of the effectiveness and efficiency of the implementation of the programming documents in the area of cohesion policy.

In the field of efficient public administration, the Government of Slovenia is currently implementing a project which includes a functional analysis of all public administration bodies and development of key performance indicators on the level of organisations (described above). The purpose of the project is to detect more and less efficient organisations on the basis of measured indicators and to define measures for future reorganisation/rationalisation of public administration. The analysis will result in a comprehensive overview of organisation of administration in Slovenia with over 50 defined key performance indicators and will represent the basis for future optimisation of processes (merging of support functions - financial, HRM, IT, etc., suppressing overlapping functions, changing the status of specific bodies, etc.) and rationalisation of public administration system. Also, an in-depth analysis of the implementation of main administrative tasks of the state administration at the local level will start in 2016, aimed at optimising and reorganising the state administration structures the local level.

The Government of Slovenia is also introducing project management in public administration. By doing so, regular and transparent supervision over the operation of bodies will be established, which, together with the introduction of the programming budget, will introduce more effective planning and subsequent implementation of projects, enable methodologically uniformed monitoring of the

development and implementation of government projects, improve co-ordination among ministries and set up project management culture.

So far, the Government has established the project management methodology in public administration and struck the Co-ordination Group in charge of monitoring the implementation of government projects. The Government communicates deviations in the implementation of projects to relevant stakeholders and provide assistance in resolving them.

The implementation of the programme is being led by the Government Office for Development and European Cohesion Policy, which will take over the preparation of the methodology. In addition, the Ministry of Public Administration will take over the implementation of the training of employees in project work and the training of project managers through the Administration Academy as well as guiding the operation to establish the IT support tool for projects.

Regarding the topic of pilot projects, the Ministry of Public Administration is carrying out pilot projects in regards to the implementation of the Public Administration Development Strategy 2020. According to the Strategy's Action Plan 2016-2017, headline targets must be translated into measures, projects and activities.

Notes

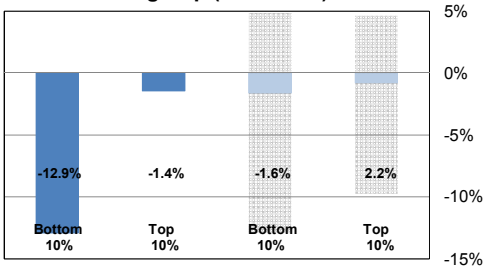
1 For more information, see: www.vlada.si/teme_in_projekti/predlagamvladisi/statistika_projekta/.

2 OECD (2012), *Slovenia: Towards a Strategic and Efficient State*, OECD Public Governance Reviews, OECD Publishing. http://dx.doi.org/10.1787/9789264173262-en.

Spain

SPAIN: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

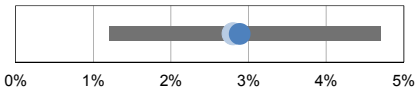
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

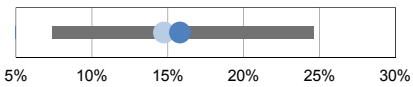
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



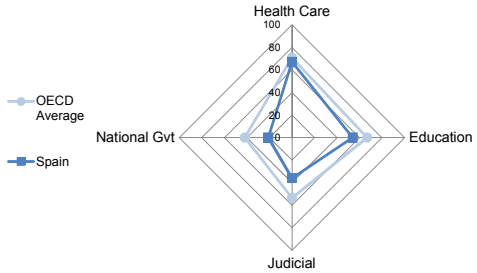
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average Spain

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

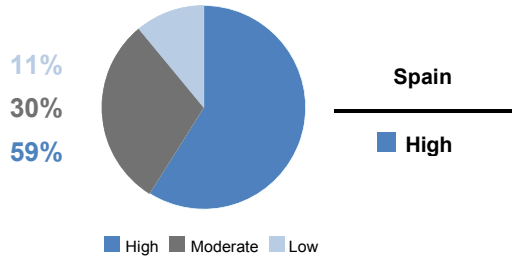
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

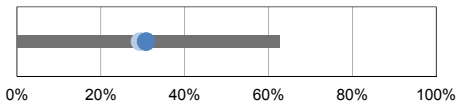
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

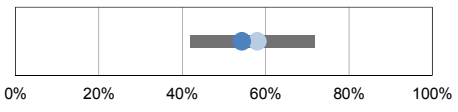
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

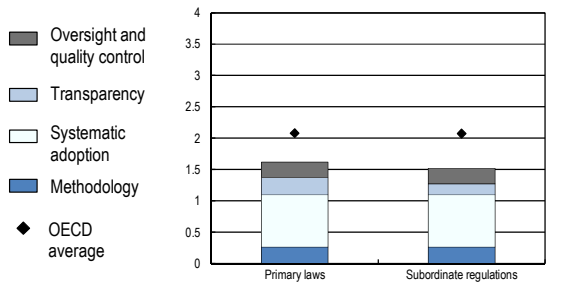
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

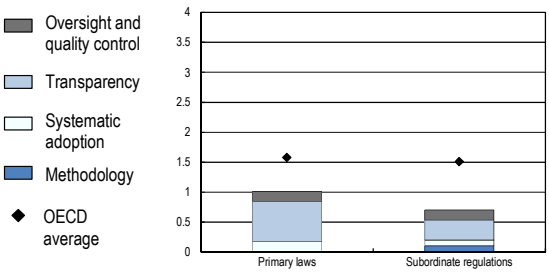
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

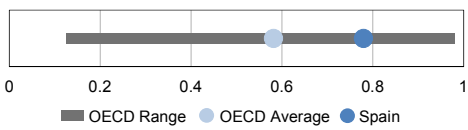
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

In an effort to better listen to citizens and businesses, the Spanish Government passed the "Law on transparency, access to public information and good governance" ("Transparency Law") in 2013. This law improves and strengthens transparency in public activity as it develops obligations for all public administrations and public organisations to actively include public participation in the decision-making process. It also recognises and guarantees access to public information, which is regulated as a right of a wide subjective and objective scope. It develops, as stated in Article 105.b) of Spanish Constitution, the access of citizens to administrative files and records, except those affecting the security and defence of the State, the investigation of crimes and the privacy of individuals. Finally, the law promotes transparency in the public activity by ensuring that the public has the right to access public information and guarantee the regulations on good governance by creating a Counsel of Transparency and Good Governance. This Counsel has the following competencies:

- Adopt recommendations for better compliance with the obligations under the transparency law, access to public information and good governance.
- Advise on transparency, access to public information and good governance.
- Write mandatory reports on regulatory projects at the state level to develop the transparency law, access to public information and good governance, or in connection with its object.
- Assess the degree of implementation of the Law on transparency, access to public information and good governance. To do this, the Council drafts an annual report in which information on compliance with the obligations under and will be presented to the Parliament will be included.
- Encourage the development of drafts of recommendations and guidelines and standards development of good practices on transparency, access to public information and good governance.
- Promote training and awareness activities for a better knowledge of the matters governed by the Law on transparency, access to public information and good governance.
- Collaborate with bodies of a similar nature in matters.

The Spanish Government also implemented the Administrative Procedure Law in October 2015. As part of this bill, Article 129.5 states that, in application of the Transparency Law, the Public Administration will make possible an easy, universal and up-to-date access to the regulation in force and the documents related to its developing process. Moreover, the Public Administration will clearly define the objectives of government projects and their justification in the preamble of draft texts and actively involve those potentially affected in the development process.

To prevent consultation fatigue and engage in early consultations, the Spanish Government passed the Law on Legal Regime of the Public Sector in 2015. This law modifies the Government Law

This law modifies previous legislation passed in 1997 and is related to the process of drafting of laws and other regulations. It requires that the Government conduct a public participation process, through the website of the specific department, previous to drafting the text. With this, those who are potentially affected, including representative organisations, can offer their opinions on issues related to problems which are intended to be solved with the new regulation, the necessity and opportunity of its approval, its objectives and possible alternative solutions in regulatory or not regulatory terms.

Another government initiative is the Commission for Public Administration Reform (CORA) project, created in 2012 as an ambitious reform project to perform a meticulous examination of the Spanish public sector. This was the first examination in decades and was organised through the sub-commissions to address administrative duplication, simplification, common services and procedures, resource management and institutional administration.

As part of the process, CORA sought collaboration from society. An advisory board was set up with membership from the Office of the Ombudsman, business organisations and public employee representatives, whose valuable contributions resulted in the production of numerous proposals. Moreover, a citizen's participation suggestion box was opened, receiving 2 239 suggestions on administrative duplication and simplification. These suggestions proved very useful for detecting areas in need of improvement.[1]

On the topic of open government, the Spanish Government created the II Action Plan of Spain in the Alliance for Open Government[2] in 2014. The Action Plan presents guidelines to follow during the period 2014-2016 to advance work already started, as well as work in new areas, that would allow the consolidation of Open Government in Spain. As a result, Spain established ten commitments to meet. An important commitment is number six, which addresses the opening and reuse of public sector information. This commitment is being developed within the Project "Aporta", which recognises the importance of open data culture in Spain and supports the achievements to date.

The Aporta open data project, started in 2008, is the result of the collaboration between the Ministry of Finance and Public Administrations and the Ministry of Industry, Energy and Tourism, through the public entity Red.es, being fully aware of the potential of information generated by Public Administrations has for the development of the information society. The Aporta open data project aims to promote a culture for reusing public information, raising awareness regarding its importance and value, endeavouring likewise that Public Administrations and Agencies make available the information they hold, thus stimulating its market potential.

The Reuse of Public Sector Information is regulated by Law 37/2007, of November 16, and by the Royal Decree 1495/2011, of October 24, regarding the Reuse of Public Sector Information, which transposes the Directive 2003/98/CE to the national legal code, specifying therein the basic principles regarding reuse matters, together with an Interoperability Agreement.

Within the framework of the Aporta open data project, the portal datos.gob.es was launched at the end of 2011 to promote the publication of, improve access to and encourage the reuse of public sector information issued by the General State

Administration. These efforts aim to create a more transparent, efficient and friendly government, and to create new opportunities – both social and economic – based on reusing public sector information.

Datos.gob.es incorporates the resources to facilitate the opening up and location of data on-line (following recommendations described by the Directive 2003/98/EC) and to raise user participation. It focuses its web activity on the Data Catalogue. It is available to professionals, businesses, managers of institutions and the general public, who are also the main beneficiaries of and key players in the reuse of public sector information and make it possible to launch new business models, modernise government bodies and create transparent platforms for public collaboration and participation.

In relation to economic opportunities, the reuse of public sector information helps in the development of new products, services and solutions of a high socio-economic value. In 2010 alone, the reuse industry in Spain made between EUR 550 million and EUR 650 million in direct income and employed around 5 500 people, according to the Spanish Infomedia Sector Characterisation Study. It also enables the knowledge and direct benefits derived from public administration activity to be fed back into society in a transparent way.

The II Action Plan of Spain will become the best way to strengthen democratic processes, to foster participatory dialogue with citizens and thereby improve the quality and social welfare.

On the topic of engaging citizens and the voluntary sector in the co-production of public service, the Spanish Government allows citizens and stakeholders to participation through websites, legal agreements and institutional bodies. For example, the new Law on Education and the new Law on Market Unity were opened to the public comments and the groups of interests and lobbies affected by these laws, which is general procedure. These bills will increase transparency in government by adopting new public records. Besides these methods, all citizens are engaged through government social media and official websites.

In addition, there is a new bill currently before Parliament which considers the participation of NGO´s and the voluntary sector.

Regarding private sector engagement, the Spanish Government uses several methods to listen and receive feedback from the private sector when creating policies or regulations. When developing employment policies, there is a strong co-operation with the private sector. Furthermore, when considering procurements, the government considers all innovations from small- to medium-sized enterprises (SMEs).

Moreover, there are annual co-operation agreements with stakeholders to review policies for reducing administrative burdens. Ten such Council Minister Agreements on reducing administrative burdens have been celebrated, the most recent of which was signed in July 2015. As a result, 428 measures to reduce administrative burdens have been implemented

There is a strong commitment from the Spanish Government to ensure that different gender, cultural and socio-economic groups are integrated in the policy-making process. For example:

- Agreements have been signed with CERMI, (Comité Español de Representantes de Personas con Discapacidad), the last of them in 2015 to identify administrative burdens related to people with disabilities.
- Agreements have been signed with SMEs and with self-employed that include measures to foster and stimulate their involvement in the decision making process. In 2015, three agreements of these agreements were signed to reduce administrative burdens to business.
- Spain also participates in the European Commission Regulatory Fitness and Performance Programme (REFIT) Platform,3 created by Decision of the European Commission to conduct an ongoing dialogue with Member States and stakeholders on improving EU legislation.
- A number of initiatives have also been developed on the issue of gender equality, since the Law for effective equality for men and women was passed in 2007.
- The Law on Volunteering and the Bill of Law of the Third Sector for Social Action were passed, which seek to stimulating the involvement of the volunteering and third sector in the decision-making process.

Digital governance

As part of the CORA reform project, the Administrative Information System (SIA) was designed to store information for citizens and act as a tool for simplifying the administrative process. Specifically, the Ministry of the Treasury and Public Administrations (MINHAP) establish a General Access Point (GAP) (administracion.gob.es) as the way of providing access to the Public Administrations and to all the information about its activities, organisation and operation of the Administration. As well, it allows citizens and businesses to have access to all important administrative procedures.

Furthermore, the State Administration makes use of social networks to engage with more citizens and involve them in the decision making process. The Government publishes links to all social media networks on its government site.[4]

In addition, the CORA reform project (described above) was developed through collaboration with society. A first Advisory Council was created with the representation of the Ombudsman, the business associations, the trade unions of public employees, the Council of Users and Customers, the Association of Self-Workers, the Family Business Institute and the Spanish Association of Consulting Firms. Their valuable contributions helped develop several initiatives. To collaborate digitally, a citizen mailbox was created. The mailbox received 2 239 suggestions on administrative duplication and simplification issues, which were useful for the Government to detect areas for improvement.

Beginning in 2009, the Spanish National Police began to use social networks to disseminate awareness campaigns, advertise police success stories and request citizen co-operation to solve cases, becoming a pioneer in the use of Twitter, YouTube or Facebook. This project was created to provide citizens with access to the public service for information, prevention, citizen collaboration or disclosure of safety guidelines. The police began to use social networks to support its critical mission by sending serious, content-rich messages that used plain language and were often humorous or provocative to attract people's attention on the social networks. The

friendly, accessible tone of his posts, coupled with the fact that he made a point of answering each and every question, soon attracted thousands of followers to the police account.

The Spanish National Police have become a leader in the use of Web 3.0 platforms in both quantitative and qualitative terms by creating a public service platform that provides enormous benefits to citizens and also affects the police operations thanks to feedback and collaboration with citizens. For example, input from concerned citizens has helped arrest drug trafficking suspects, stop the circulation of sexually explicit videos featuring minors, locate the victims of a sex offender in Madrid, detain fugitives on the most wanted list, and detect the origin of death threats made against public figures.

The National Police have the most followers of any police force with, with more than 2.2 million Twitter followers As well, their YouTube channel has the largest audience among Spanish public institutions with more than 250 videos visible to the public, which have been played more than 6.7 million times.[5] This success allowed the Spanish police to overtake the FBI as the most-followed law enforcement agency on Twitter in 2015.

As described previously, citizens can also participate in the Government's burden reduction programme by submitting their reform proposals through a mailbox online.

In 2013, the Spanish Government conducted a "Study on the demand and use of Open Government in Spain," which addresses the demand and use of Open Government by citizens in Spain. As described above, Open Government incorporates the principles of transparency, participation and collaboration with citizens into decision-making, taking advantage of the opportunities offered by information and communications technology (ICTs).

The report specifically addresses:

- The vision of the public on the Public Administration.
- The assessment made of public services.
- The use of e-Government.
- The importance of e-Government in terms of transparency, participation and collaboration.
- The most significant demands on transparency and participation.

Some of the key findings are:

- 65.5% of citizens considered public services to be good or of very good quality.
- 42.2% perform procedures electronically with public administrations and the public 65.2% consult websites for information on activities or administrative proceedings.
- 75% of respondents believe that transparency would improve confidence in the government.
- 81.4% of citizens call for new channels to increase the participation and commitment to coexistence between digital channels and traditional channels.

- 53.6% of Internet users express interest in political affairs versus 34.8% who do not.

In regards to improving service delivery for citizens, The CORA reforms seek to improve the lives of citizens and businesses by using digital public services to reduce administrative burden, bring the administration closer to the citizens, improve efficiency, and simplify procedures. For example:

- The health sector created a health card database, electronic prescriptions, digital clinical history, and electronic processing of births and deaths.
- For employment, a unique job portal was created to advertise State and regional administration jobs. This enhances the visibility of available public employment. Agreements have been reached with private employment portals as well. There has also been a co-ordinated implementation of a digital registration process for employment and unemployment applications.
- Other digital initiatives include free access to the Official Gazette and the Edict Board of the Public Administration was created to display notifications from all public bodies in one location.

Innovative policy design for inclusive growth

Key initiatives

The Spanish Government sought collaboration from society to design the CORA (described above) reforms. An advisory board was created including the Office of the Ombudsman, business organisations and public employee union representatives, the Consumers and Users Council, Self-employed Workers Association, the Family Business Institute, the National Council of Chambers of Commerce and the Spanish Association of Consulting Firms, all of whose valuable contributions have allowed the production of numerous proposals.

Moreover, a citizen's participation suggestion box (described above) was opened, which received 2 239 suggestions on administrative duplication and simplification, which have also proven very useful for detecting areas in need of improvement.

CORA reforms improved co-ordination and information exchange, which improved joint planning between State and Regions. In addition, the CORA reforms enhanced sectorial conferences as a powerful tool for collaboration and joint up programing prioritising outcome-based orientation and widespread use of integrated or interfaced databases among Public Administrations. For example, 166 foreign regional trade offices are now incorporated in the State structure under Embassies and Consulates.

Regarding joined up government, the Office for the Implementation of Public Administration Reform (OPERA) was approved by CORA commission to co-ordinate with every task group at the Public Administration departments and every Regional authority to implement all reforms approved in that Commission. For example, OPERA lead the implementation of the new Common Market Law, which required co-ordination and joined up government.[6]

Furthermore, the CORA reforms promote whole-of-government co-ordination with the Central Government as well as with regional or local authorities. This is

further regulated by the Spanish Constitution and other laws, like the Market Unity Law.

Public sector innovation

In addition to the global initiatives to boost innovation associated with the Horizon 2020 European strategy developed by the Ministry of Economy and Competitiveness and the Ministry of Industry, Energy and Tourism, the Ministry of Finance and Public Administration has been working on the following initiatives:

The State Agency for the Evaluation of Public Policy and Service Quality (AEVAL), belonging to the Office of the State Secretary for Public Administration, has granting the Innovation Award for Public Management since 2005. The award has two categories: one for innovative internal management initiatives and another, 'Citizenship', for innovative experiences with direct consequences for users/citizens. Thus, this award gives recognition to successful innovation initiatives in the agencies of the Spanish Public Administration.

Likewise, AEVAL includes a special section in its annual follow-up reports on quality management activities in Spanish ministries on innovation experiences implemented in ministry departments. The contents of this section are pooled into a repertoire of good practices in this area, used both as a benchmark and to pick candidates for the above-mentioned award.

In addition, AEVAL works with the OECD's Observatory of Public Sector Information, channelling the Spanish contributions into a special working party at the Inter-Administration Network of Public Service Quality. This working party is made of representatives from the relevant bodies at the national, regional and local government level.

Furthermore, the Inter-administration Network of Public Service Quality was established in 2005. It is a horizontal, not hierarchical, space for collaboration and is composed of the bodies responsible for quality, evaluation and modernisation policies of the public administration at national, regional and local level. Its aim is to agree on common policies and strategies of quality. The Network meets twice a year under the co-ordination of AEVAL, who also acts as the secretariat for the network as well.

The Network has different temporary Working Groups and a permanent Committee of Public Policies Evaluation. Its biggest achievement was the drafting of the Chart of Commitments to Quality in the Spanish Administrations, which was approved by the Sectorial Conference on Public Administration in November 2009.

Also, AEVAL takes part in the activities of the Innovative Public Services Working Group (IPSG) of the European Public Administration Network (EUPAN).

The National Institute of Public Administration (INAP), belonging to the Office of the State Secretary for Public Administration, manages a network called "INAP Innova", which gathers and publicises innovation initiatives by Spanish organisations in the public sector.

Furthermore, innovation strategy is present in all the measures developed by the CORA reforms. CORA has received several international awards regarding TIC innovations.

Last, beginning in 2009, the Spanish National Police became a pioneer in social media, using the various platforms to conduct awareness campaigns, advertise success stories, and request citizen co-operation to solve cases (described above).

Improving the delivery of services for and with citizens

Key initiatives

In regards to strengthening the civil service, the Spanish Government's General Direction for Civil Service is public service organisation in charge of human resources management of the State General Administration. As part of their work, the General Direction for Civil Service has created several civil servant training institutions. One of them is National Institute of Public Administration (INAP). While the main tasks of the INAP have traditionally been the training and improvement of the Civil Service, it has recently been expand to perform a wide array of activities in the areas of:

- The recruitment into the Civil Service
- Training and professional improvement of public employees
- Research and publishing
- International relations

The INAP is responsible for the management of open competitions of civil servants to different grades and ranks of the State Civil Service, dependent on Ministry of Finance and Public Administrations.

Training activities carried out by the Institute are structured around six major training programmes:

- Training for managers in the public sector
- Training for public employees with middle management, administration and clerical duties
- Training for civil servants working in local governments
- Training in E-Government
- Training in Languages, both foreign and other Spanish, co-official tongues
- Courses for trainee civil servants

The Institute has carried out an important publishing activity in its areas of reference, and has produced more than 700 books. All of them have been digitalised and are available to the public. In addition, the Institute currently publishes four periodicals, with a legal and public management perspective on government, public administration and public policies.

Furthermore, the research activity of the Institute is carried out by establishing Groups of Experts, awarding of research prizes and fellowships, and through the organisation of conferences and seminars.

The INAP develops an extensive international co-operation, through training of foreign public employees, especially from Latin American countries, in collaboration with counterpart organisations, both national and international; taking part in

international organisations specialising in Public Administration; and bilateral relations with foreign training schools and institutes.

In addition, the Institute carries out a wide variety of educational and academic activities, intergovernmental co-operation and the analysis of public policies through conferences, meetings and seminars.

Furthermore, reforms on human resources management have taken place in Spanish Public Administrations over the last years to improve budgetary discipline and control over public finances. Through fiscal consolidation, the Government seeks to contribute to enhance Spanish economy's productivity and competitiveness through improved efficiency. As a result, it was necessary for the Government to implement significant reforms in regards to general public expenditures, particularly regarding labour expenses.

Specifically, between 2010 and 2014, the Spanish Public Administration downsized 200 000 employees at the state, regional and local level. The biggest reductions were at the local administrative level, losing 97 131 employees. Regional-level Autonomous Communities shed 63 846 employees and the State reduced its workforce by 32 000.

The main measures adopted were in regards to:

- Downsizing public employment
- Remuneration measures
- Efficiency measures

Downsizing policies have consisted of a recruitment freeze, with a partial replacement of retiring staff (10% in general, and 50% in priority sectors) and prohibition of hiring fixed-term contracted personnel, except in exceptional cases due to urgent and pressing needs.

Comparatively, before economic crisis in 2008, the Public Service Employment Offer (OEP) had 37 760 new posts. In 2012 and 2013, available postings reached just 2 922 and 3 440 posts, respectively. In 2015, the OEP increased to 13 016 posts, which was an increase of 242% with respect to the 2014 OEP. In 2016, it is expected that the recruitment rate will increase 100% in priority sectors and 50% in the others.

In regards to remuneration, public employee salaries were cut 2010 by an average of 5% and were frozen in 2011. Furthermore, retirement was suspended and the 2012 extra December pay was abolished. Changes in sick leave were also implemented, limiting the number of paid sick leave days even with doctor's prescription. These measures were applicable to all public employees and all public administrations.

The State General Budget Act of 2015 reimbursed a quarter of the extra December pay which was deleted in 2012. A second quarter was refunded in latest months of 2015 by decree. In 2016 public employees' salary has been increased by 1%, and the remaining 50% of the extra December pay 2012 will be reimbursed.

Efficiency measures in public service include:

- An increase of weekly working hours in state public sector up to 37.5.
- Reduction to three personal affairs' days.
- Abolishing of additional vacation days on seniority basis.

- Change in public employees' remuneration system during sick leave, with a limitation of paid sick leave days even with doctor's prescription.

Collective bargaining was also made more efficient by reducing full-time union representatives, who seek larger salaries for employees in their union.

The consequence of all these measures has been a reduction of number of public employees and public personnel expenditures, particularly remuneration ones. As a result, wages decreased by 7.5% from 2010 to 2014.

Due to an improved economy, the State General Budget Act includes the commitment to compensate public employees, as much as possible, as a consequence of the cuts undertaken. In 2016, public employees have also received a salary increase of 1%, in response to the salary cut taken place in 2010 and pay freeze since then. As well, 50% of the extra December pay which was deleted in 2012 was refunded during 2015. Moreover, the sixth personal affairs' day, which was eliminated in 2012, has been reimbursed, as well as personal affairs' days and vacation days on seniority basis. The State has decided to replace 100% of retiring staff rate in priority sectors and 50% in other sectors.

Diverse civil service

Access to public employment is governed in Spain according to the principles of equality, merit and ability. With this framework, actions taken in the field of diversity and inclusion in public administration seek to mainly achieve gender equality and inclusion of disabled people.

The Spanish Civil Service already benefits from gender balance. Currently, more than 50% of the civil servants are women and, even in the military, women are largely equal to men. Nonetheless, Spain has implemented gender reforms. Gender equality is ruled by Act 3/2007. In addition, the I Equality Plan Between Women and Men in State General Administration and its Public Bodies was approved in 2011, which seeks to achieve equal treatment and public employment opportunities, as well as sets up measures or strategies to adopt in order to reach these goals.

In July 2015, the Government approved the II Equality Plan between Women and Men in State General Administration, which seeks to deepen equality employment opportunities and to protect against discrimination.

The Plan has the following seven priority areas, which specific plans are organised:

- Public employment access
- Equality, employment terms and professional career
- Training, information and awareness
- Working hours, conciliation and joint responsibility in personal, familiar and labour life
- Remunerations
- Gender violence and another special protection situations
- Instrumental measures

Spain's Women Participation Council also provides a channel for input by women's associations and groups into the policy-making process and matters related to gender equality. The Council is a collegiate body that has advisory and proposal functions, which reach beyond civil service issues to all measures included in gender equality policies addressed by the government.

Core values of the civil service

The CORA reform measures that are being implemented by OPERA office (described above) seek to reaffirm the new core values of the public sector, which are: budgetary discipline, restructuring of the public sector and public transparency, public sector efficiency, improve Government effectiveness and efficiency and administration that serves citizens and businesses.

Furthermore, the CORA reforms work to develop a new organisational culture which uses tools like competence management or performance assessment to improve the civil service. Under the Basic Statute for Public Service Personnel, performance assessment has been implemented for all public employees and all public administrations at the state, regional and local level. Performance assessment is used to measure and evaluate the professional behaviour and achievement of every employee, which effects their professional career and remunerations.

Strengthening accountability through better performance management and evaluation

Key initiatives

At the national level, the Law on Transparency, Access to Information and Good Governance establishes the obligation to evaluate plans and programmes containing goals and to publish evaluation results. Several transparency laws at the regional level include the evaluation of public policy as related to accountability.

In regards to initiatives to develop a more co-ordinate evaluation system, the Inter-Administration Network of Public Service Quality (an informal intergovernmental co-operation tool for quality assessment and evaluation) has a Policy Evaluation Standing Committee, which is integrated in almost every regional government, the Spanish Federation of Municipalities and Provinces (FEMP) and the General Administration. The Standing Committee works to set common methodological standards for evaluation, share evaluation-related information and knowledge, and carry out joint evaluation processes.

In this regards, two laws have been enacted:

1. Law 39/2015 of October 1st, on Common Administrative Procedure of Public Administrations
2. Law 40/2015 of October 1st, on the Legal Regime of the Public Sector

These new laws were published in the Official Gazette on 2 October. Collectively, these separate laws reform the functioning of the government by implementing a fully electronic, interconnected and transparent Administration with a clear and simple structure. These reforms are is based on two complementary areas: First, the external relations of the administration with citizens and businesses is reformed through the Law on the Common Administrative Procedure of Public

Administration, and, second, the organisation and internal relations within each administration and between different administrations is reformed through the Law on the Legal Regime of the Public Sector.

For citizens, the major impacts are:

- Electronic relations between citizens and the Administration are facilitated. With this goal, written submissions are enabled at any time in the electronic record of any administration, regardless of who is directed.
- The means of identification and electronic signature that can be used for administrative procedures are simplified. For example, citizens are delivered prearranged keys to reduce time for administrative processing, personal attendance through electronic means is established for citizens who need it and Administrations, if authorised, are expected to inform the citizen by mobile phone message that they may consult electronically.
- Administrative burdens are reduced and no request for original documents is established as a general rule (e.g. income tax or registration certificates, etc.).
- There will be a single common procedure, easier to learn, and there will be an "express" procedure for cases of less complexity.
- It is generalised for all administrative procedures the possibility of reducing the amount of penalties for early payment or acknowledgment of responsibility.
- Citizens will learn the main reforms expected to be approved each year through the normative annual Plan.

For businesses, it will be mandatory for businesses to interact electronically with all Administrations, as they are already doing with the Tax Agency and Social Security, and they can empower their representatives electronically to perform administrative tasks. To facilitate this task, there will be an official administrative record of powers at their disposal.

These two laws establish the use of electronic means as normal for relations between public administration bodies and with citizens. The main innovations introduced are:

- Commitment with a paperless and interconnected public administration.
- Electronic relations between citizens and businesses with the Administration, as well as electronic communications between the administrations.
- Better transparency by creating new administrative public records.
- Administrative structure is rationalised and a system of monitoring, evaluation and termination of public bodies is established.

In addition, the Council of Ministers of the Government adopted "The Digital Transformation Plan for the General Administration (GA) and the Public Agencies (PAs) (ICT Strategy)" on 2 October 2015. It was proposed by the Ministers of the Presidency, of Finance and Public Administrations and of Industry, Energy and Tourism on the basis of the work carried out by the Directorate for Information Technology and Communications. The time period of this Plan comprises from 2015 to 2020. This ICT Strategy sets out the global strategic framework to make progress in the transformation of the Administration, sets forth the guiding principles, goals

and actions required to complete it, as well as the landmarks in the gradual development of Digital Government. These shall become the basis on which the various ministries will draft their sectoral action plans for the digital transformation to be carried out in their areas, led by the Directorate of Information and Communication Technologies (DTIC), i.e. the body in charge of the development of shared means and services.

In writing this plan, the provisions of the Bills of Law on Common Administrative Procedures in the Public Administration and on the Legal Regime of the Public Sector (Respectively, Law 39/2015, of October 1, the Common Administrative Procedure Public Administration and Law 40/2015, of 1 October, the Legal Regime of the Public Sector) were taken into account, along with the suggestions made by CORA (where ICT play a key role) and the OECD Recommendation on Digital Government Strategies.

Although the Digital Agenda for Spain envisaged a series of guidelines for the digitisation of the Administration through 2015, the results obtained by the CORA and the provisions in article 9 of Royal Decree 806/2014, on the organisation and operational ICT tools at the GA, require continuation of the endeavour undertaken under a new strategic approach that speeds up the digital transformation of the Administration.

This plan contains five chapters. The first one, 'Digital Government', gives an overview of the current situation and future prospects of the Administration that should serve as the background to the transformation of the GA and its PAs.

Chapter 2 describes the plan's guiding principles that should govern both its implementation and those of sectoral action plans: orientation for services users, unity and global vision of needs and actions, as if they were the work of a single body, collaboration within and between administrative units and the forging of alliances to ensure goal achievement, transparency and accountability for management improvement, and the promotion of innovation to make progress and adapt to changes more effectively.

Chapter 3 introduces the five strategic goals that structure the ICT Strategy for a real transformation of the GA and its PAs. These goals are:

- Increasing productivity and efficiency in the internal functioning of the public administrations as an element of national competitiveness.
- Deepening the digital transformation of the public administrations, making the digital channel the preferred choice of citizens and businesses to interact with the Administration, as well as an apt means for public servants to perform their tasks, thus improving the quality of the services provided and enhancing the transparency of internal functioning.
- Achieving greater efficiency in the provision of common ICT services in the public administrations, building synergies in the use of shared means and services so that more resources can be allocated to innovation and service expansion.
- Implementing the smart corporate management of knowledge, data and information in order to capitalise on this asset and improve the efficiency of the public administration to the benefit of citizens, while ensuring the protection of their digital identity.

- Developing a corporate security and usability strategy for public e-services in order to increase confidence in them and promote their use.

Chapter 4 describes nine lines of action that may lead to the achievements of the above mentioned goals, as applicable to the GA and the PAs. The suggested actions, to be carried out and supervised by the DTIC, should be supplemented with specific actions in the sectoral plans for the digital transformation of individual ministerial departments.

Chapter 5 introduces a governance model for the co-ordination and evaluation of this Digital Transformation Plan, defining the organisational structure required for implementation and follow-up, as well as a series of outreach activities. Finally an appendix includes landmarks for the lines of action.

The ICT Strategy committee adopted the regulatory framework for the declaration of shared services and the first declaration of 14 shared services. This figure of shared services, created by Royal Decree 806/2014 of 19 September, is one of the key operational tools of the new ICT governance and falls within the strategic objective of the ICT Strategy "Greater efficiency in the delivery of ICT services", in particular action Line 6 "Provide common services in a shared way". For many of the proposed measures, the declaration of shared services acts as a general framework that will allow the promotion of a measure.

The statement includes the following services:

- Unified telecommunications service
- Managed Security Service
- Hosting service for ICT infrastructure
- Service of hybrid cloud (cloud SARA)
- Unified email service
- Multichannel Citizen Service
- Management of the Registry Service
- Management of notifications
- Payroll Management
- Integrated service for the management of human resources
- Service for economic-financial management
- Service for the generation and validation of electronic signatures
- Service for the management of electronic documents and electronic files
- Service for electronic archiving

The accompanying document titled "Regulatory framework for the declaration of shared services" contains the common elements to consider and apply to all declarations of shared services: shared services requirements, exemptions to the use of shared services, legal support for the provision of shared services, reassignment of human resources, financial compensation for the providers of shared services and supervision of shared services.

In regards to improving the overall performance of the Public Administration, Royal Decree 951/2005 regulated quality evaluation and recognition programmes by establishing the General Framework for Quality Improvement in the General Administration. According to framework, performance management can be implemented using excellence models (such as the EFQM or CAF) for both self-assessment and external recognition (certifications, labels, awards, etc.). The recognition programme, implemented in 2006, has had the following results:

1. AEVAL certifications or labels in compliance with excellence models: 251
2. Excellence awards in public management:
    1. Candidates: 81
    2. Winning organisations: 10
    3. Runner-up awards: 13
    4. Special mentions: 5

The Quality and Innovation in Public Management Awards are convened by the Minister of Finance and Public Administration and, by delegation, by the President of AEVAL. They have three categories:

- Excellence Award
- Innovation in internal management Award
- Citizenship Award for Innovation with external impact

Applications are evaluated by teams of experts. In the case of the Excellence Award the jury is composed of Accredited Assessors in the EFQM Model. A jury chaired by the Secretary of State for Public Administration and composed of members representing entities of quality (AEC, CEG, AENOR) as well as previous winners, decides the results. The Vice Presidency and the Secretariat of the jury correspond to AEVAL. Under the decision of the jury, the awards are granted by order of the Minister of Finance and Public Administration.

Identifying what works

The State Agency for the Evaluation of Public Policy and Service Quality (AEVAL, described above) has performed about 40 public policy assessments in a variety of public policy sectors, including health, education, environment, employment, research development and innovation, I+D+i, business development, industry, and social policy, among others. No follow-up information is available in connection with the number of recommendations taken up to make design or implementation improvements in the public policies being evaluated.

The evaluation reports are published on the AEVAL website and sent to both Houses of Parliament, the Ombudsman, the Court of Auditors, the National Audit Office, to relevant social and political actors, NGOs and to the Inter-Administrative Network of Public Service Quality.

In addition, CORA reform measures (described above) are being implemented by OPERA Office. As of June 2015, 157 of 222 measures include in CORA have completed (70.7%) and 65 are in process of implementation.

The OECD has assessed the reform before and after it has been implemented. While Spain is expecting to publish a second report, they have already started to implement some of the recommendations in the field of public communication. This includes increasing the use of new ICTs, social networks, transparency and more involvement in public discussions or presence in every kind of fora.

Notes

1 More information about CORA can be found here: www.seap.minhap.gob.es/web/areas/reforma_aapp.html.

2 Available at: www.opengovpartnership.org/country/spain.

3 Described further in the European Commission profile.

4 For more information, see: http://administracion.gob.es/pagFront/actualidadParticipacion/redesSocialesMedios/redesSocialesEnLaAGE.htm#.VbeesabaPCQ.

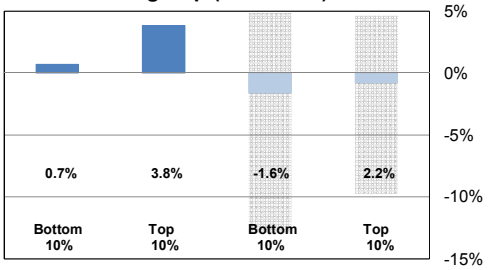
5 As of 29 February 2015.

6 For more information, see www.mineco.gob.es/portal/site/mineco/menuitem.8868588f3636165705b4d610026041a0/?vgnextoid=e532e7cf85140510VgnVCM1000001d04140aRCRD&lang_choosen=en.

Sweden

SWEDEN: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

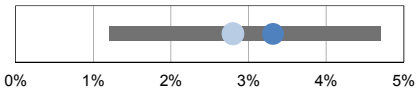
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

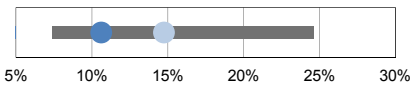
Out of pocket expenditures as a % of final household consumption



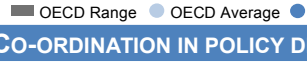
Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



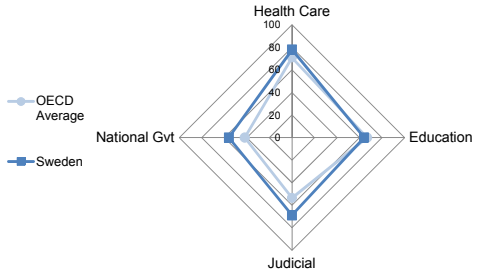
Source: OECD, PISA 2012 results: Excellence through equity, 2013



SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

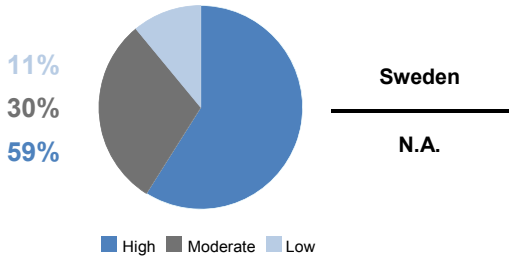
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

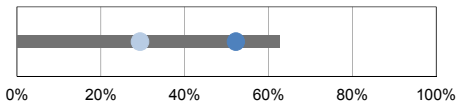
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

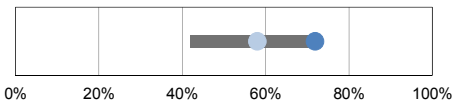
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

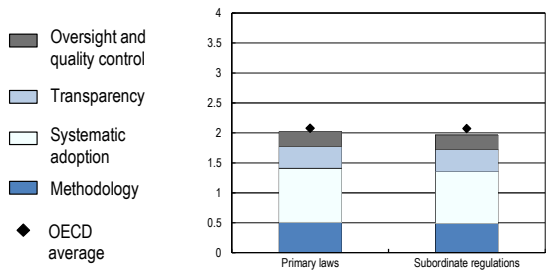
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

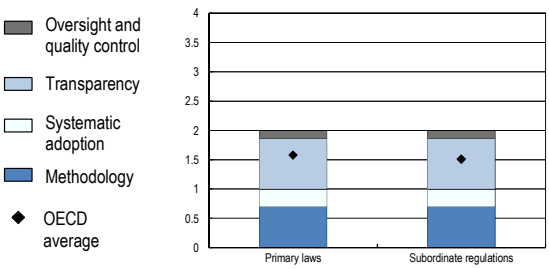
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

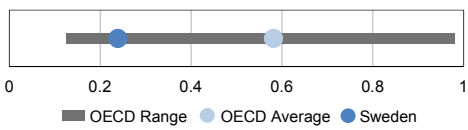
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

Beginning in July 2014, the Swedish Government appointed a commission to study and propose measures to increase and broaden involvement of citizens in representative democracy. The aim was to find solutions that would increase opportunities for individuals to participate in, and have influence over, the decision-making process. This includes suggestions on how marginalised groups can gain influence.

In 2016, the investigation provided the government with the "Study of Democracy" report ("Demokratiutredningen"). The report proposed that the government adopt a new goal for Democracy Policy, which states that "sustainable democracy is characterised by involvement and equal influence." To achieve this goal, the Commission proposes that the government should take measures before and between elections aiming at increasing political equality. A new study of the distribution of power in the society is also suggested.

The study also suggested that a single individual should be able to move a resolution for Parliament to consider. As part of the recommendation, the study suggested that any resolution gaining the support from 1% of parliament, the population registered of a municipality or the county should then considered by Parliament. To facilitate the creation of such a system, the study also suggests that a national democracy portal should be established where it would be possible to present or support resolutions from citizens and to initiate local referendums.

The report also recommends that young people's opportunities to influence the decision-making process needs to be strengthened. As a result, the report proposed that Municipalities should, by way of experiment, extend voting rights to 16 year olds for the 2018 and 2022 elections.

In addition, the report made recommendations to counter the concentration of power in political parties. The Commission recommended that the councils should consider limiting the term of office a person may hold as President. Moreover, to increase the scope of threats and harassment against elected representatives, it is suggested that local governments should be given the responsibility to safeguard the security of elected representatives.

At this time, the above recommendations are suggestions by the Committee. Decisions on the adoption of the recommendations have yet to be taken by the Government and, in some cases, Parliament.

Moreover, regarding the topic of establishing partnerships with society, Sweden has been partnering with civil society, municipalities and national agencies regarding the recent migration issues.

Innovative policy design for inclusive growth

Key initiatives

To facilitate joined-up government, the Swedish government has established strong co-operation between the Swedish Tax Agency, the Swedish Social Insurance Agency and the Swedish Pensions Agency to improve service delivery at Joint

Offices in approximately 100 locations. The aim is to have more of a life event perspective regarding service delivery to the citizens.

Furthermore, to foster a whole-of-government approach to policy design, the government is using co-operation between a number of government agencies in the continuous work to resolve e-Government issues. The Swedish Pensions Agency has been assigned the lead in co-ordinating the continuous work.

Public sector innovation

The Swedish Government created VINNOVA as an innovation agency with the mission to promote sustainable growth by improving the conditions for innovations, as well as funding needs-driven research. VINNOVA's vision is for Sweden to be a world-leading country in research and innovation, an attractive in which to invest and conduct business. The agency promotes collaboration between companies, universities, research institutes and the public sector as well as strengthening international co-operation. Each year, VINNOVA invest about SEK 2.7 billion in various activities.

In 2011, VINNOVA launched "Challenge-Driven Innovation," a first-of-its-kind programme that constitutes a path-breaking approach to tackling societal challenges and achieving concrete and system-transforming results. This policy successfully combines innovation promotion with societal challenges in an effort to turn challenges into opportunities for growth, prosperity and sustainable development.

One key element is the application of a "stage-gate approach", where the government funds relatively more in the early stages of the project, thus assuming a large proportion of the risk. As the project moves forward, project partners and the consortium bear an increasing share of the costs.

Also, VINNOVA heavily involves various private and civil sector partners in programme design. In an effort to promote system-transforming change, the agency relies on user-, demand- and stakeholder-driven approaches to mobilise partnerships across a broad range of sectors. While the agency's normally uses a stakeholder-driven approach, the Challenge-Driven Innovation programme is their most complex, demanding and user-driven programme. This is due to the fact that the programme is constructed using a bottom-up approach and broad scope.

Finally, the agency uses policy experimentation and learning, with structured feedback loops, to continuously improve their approach and implementation of the programme. As well, the agency strives to implement a customer-oriented approach when they call for proposals, conduct evaluations and manage and follow-up projects. This approach minimises bureaucracy and ensures professionalism, efficiency and transparency.

Results have been very well received from all levels, from politicians to researchers. For example, the "Patient Journey" project sought to address poor communication in healthcare processes. The project received international acclaim, receiving the Award for the European Prize for Innovation in Public Administration (citizen category), with the comment that it can "revolutionise the whole healthcare system".

Furthermore, through this programme, VINNOVA tries to constantly extend its reach by contacting actors who have never been in touch with the agency. More examples of success from the agency include:

- 90% of projects that are rejected at stage 2 continue work in some form, meaning the programme has a mobilising effect with respect to tackling societal challenges.
- All projects address green sustainability growth and/or socially sustainable growth. For example, one project has, among other results, built the world's most northern passive house in an attempt to create attractive and energy efficient cities in cold climates.

Through the Challenge-Driven Innovation programme, VINNOVA has changed the way the public sector approaches innovation. They are convinced that, if the public sector wants to address societal challenges, then it is necessary to rethink the funding structure and work methods of government. By doing so, demand and societal needs are placed at the centre of attention.

VINNOVA also puts out calls for project proposals to develop programmes and activities within strategic areas. Some of the programmes are funded and staffed by VINNOVA alone, while others are carried out in partnership with other organisations in Sweden and abroad. Most programmes involve active co-operation between the private business sector, universities and/or research institutes and the public sector. Furthermore, some of the programmes are open to international and bilateral collaborations.[1]

Improving the delivery of services for and with citizens

Key initiatives

In Sweden, several government initiatives have been implemented to strengthen the civil servants in their task and every day job. The Swedish Agency for Public Management ("Statskontoret") has been assigned by the Ministry of Finance to evaluate how to strengthen the professional roles of civil servants. The Agency provides the Government and Ministries with relevant, concrete and useful studies in all areas with the aim of making the public sector more efficient. They utilise their expertise to support Government on matters relating to organisation, governance and development of the public sector.

Recently, the Agency was assigned responsibility to analyse and propose recommendations on how to better utilise employee's skills and experience, requirements to imposes on leadership and how government leaders' skills should be developed to establish an system based on innovative and collaborative management.

On the topic of trust, the work of all national agencies aims at gaining public trust. Some agencies, for example the Swedish Tax Agency and The Swedish Social Insurance Agency, have engaged in a special mission to gain public trust. Furthermore, the Swedish Agency for Public Management has evaluated this work.

Core values of the Public Service

Serving until the end of 2016, the Swedish Government created the Council on Basic Values to strengthen and improve the central government employee's

knowledge and respect for the state sector's basic values. These basic values are expressed through 6 principles:

- Democracy
- Legality
- Objectivity
- Free formation of opinions and freedom of expression
- Respect for equality, freedom and dignity
- Efficiency and service

Since the central government is organised based on a delegated model, which gives heads of agencies full management responsibilities, the Council is a complementary policy action to reinforce the knowledge of these six principles. The council is organising a variety of activities, such as national, regional or agency level seminars, written documents and a website to promote these basic values. These activities will invite and support the agencies in their work to strengthen the knowledge of the shared and common basic values.

Examples of the materials produced by the Council include[2]:

1. Common basic values for central government employees – a summary: Written to provide a brief account of the central government's common basic values.
2. A guide to working with the central government's basic values: Written for those who are in charge of work with issues relating to basic values and the common basic values for central government employees. The intention is to support the use of methods as well as to facilitate development processes and operational-level discussions in each respective government authority.
3. A culture that counteracts corruption: Written to encourage agency heads and managers at different levels to develop and nurture a culture of counteracting corruption. The publication gives guidance as to how to protect against corruption.

Gender balance

In 2013, the Swedish government implemented the Gender Mainstreaming in Government Agencies Programme (GMGA). Sweden initiated its gender mainstreaming efforts in 1994. This new programme is a strategy to achieve the central aim of Sweden's gender equality policy - for both women and men to have equal power and opportunity to shape society and their own lives. It implies that a gender equality perspective is incorporated in all decision making, at all levels and in all steps of the process, by all actors normally involved in the decision making process. This gender equality perspective must be present all the way from proposal to implementation and evaluation. The first phase of GMGA started in 18 government agencies in 2013-2014. The programme was expanded in 2015, allocating SEK 26 million to supporting gender equality work in 41 government agencies over a period of 4 years.[3]

Strengthening accountability through better performance management and evaluation

Key initiatives

In Sweden, the Swedish Secretariat for Operational Reviews inside the Ministry of Finance is responsible for developing a co-ordinated government-wide evaluation system. The Secretariat is responsible for co-ordinating the implementation of operational reviews to identify methods of efficiencies and cost reduction in government activities. The Secretariat, in consultation with relevant ministries, identifies and determines the areas of operational reviews, co-ordinate the implementation of survey of activities and develop methods for operational reviews.

Furthermore, on the topic of strengthening performance management, the National Financial Management Authority is commissioned to disseminate good examples of efficiency in public administration, including working methods, such as digitisation, control and monitoring etc. As part of the new programme, conclusions and collective experiences are disseminated to authorities and the Ministry of Finance. Assignments are carried out in co-operation with the Swedish Agency for Public Management. The mission will be reported to the Ministry of Finance no later than 9 December 2016.

To identify what works, a report on benchmarking called "Systematic comparisons - for learning in the state sector" and was submitted to the Government 31 March 2015. The author was commissioned to study how the development and streamlining of government agencies' activities can be promoted through systematic comparisons. The report proposes that the government establish a permanent programme of systematic comparisons. The programme aims at promoting mutual learning within the administrations. The report proposes that the National Financial Management Authority and the Swedish Agency for Public Management will have a common responsibility to develop and implement the programme.

Notes

1 For more information, see: www.vinnova.se/sv/Ansoka-och-rapportera/Utlysningar/Effekta/FRON---For-okad-innovation-i-offentligt-finansierad-verksamhet/.

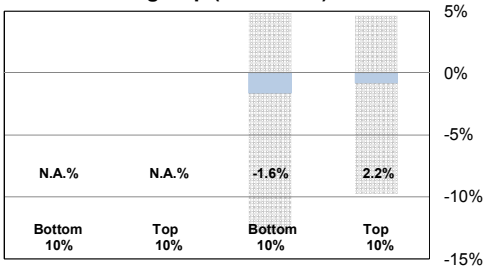
2 For more information, see: www.vardegrundsdelegationen.se/in-english/.

3 For more information, see: www.includegender.org/sek-26-million-gender-equality-support/.

Switzerland

SWITZERLAND: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

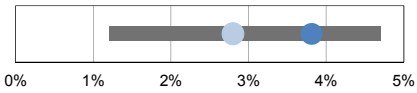
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

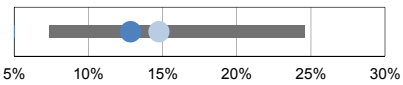
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



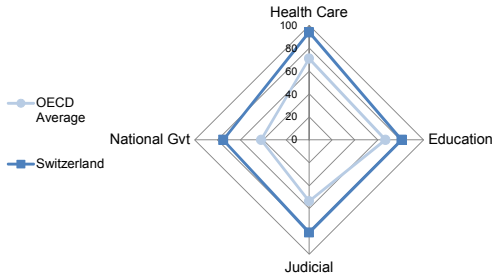
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average Switzerland

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

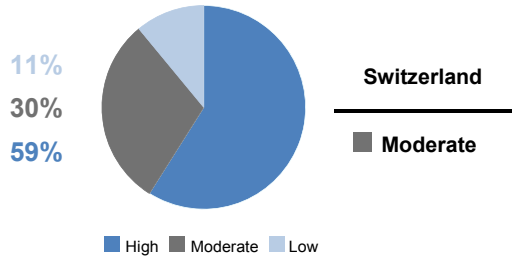
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

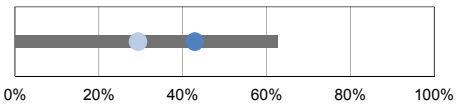
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

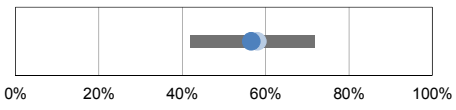
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

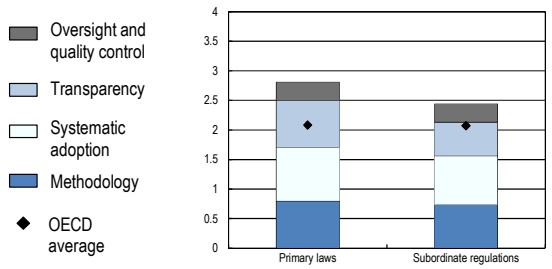
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

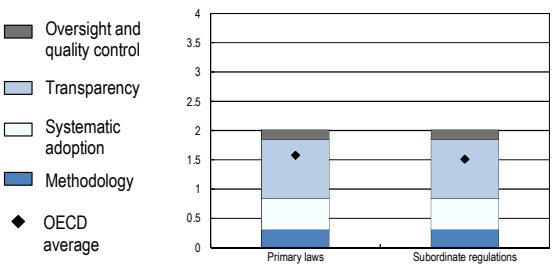
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

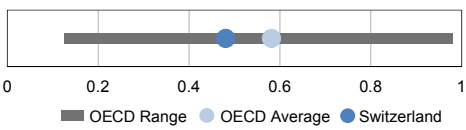
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

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Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

Switzerland has a long tradition of semi-direct and federalist democracy that has created a special bond of trust between the population and its political authorities. This confidence between citizens, their political representatives and public administrations that perform state functions must be preserved as public expectations for transparency and interactivity are always high and reinforced by new technological possibilities.

Concrete instruments are already in place to ensure transparency in government. In 2006, the government passed the "Federal Law on the principle of transparency in government" that admits any natural or legal person, regardless of nationality, residence or age, the right of access to official documents. The access is legally enforceable, but may be restricted in justified cases by the competent authority.

Open Government Data

To meet these expectations of transparency, the Federal Council in 2014 launched the Open Government Data Strategy (OGD) for Switzerland 2014-2018.[1] The OGD Strategy aims to promote the publication of government data that can be reused freely. The OGD was developed in collaboration with different actors in civil society, who are both numerous in Switzerland and have established abilities to innovate, develop information and grow their expertise in this domain. The strategy has three aims:

1. Release of official data: The Confederation will make data which is suitable for OGD available to the public in machine-readable and open formats to be freely reused. The individual administrative units must review and, where necessary, adapt the legal, organisational, financial and technical framework of data production to make this possible.
2. Co-ordinated publication and provision of official data: With the help of a central infrastructure (OGD portal, described below), the Confederation will make its data sets easily locatable for the public and will make the data available for free use.
3. Establishing an open-data culture: The Confederation will support the use of data through free, uniform and understandable terms of use and through additional information on the individual data sets. It will also pursue a continuous dialogue with the public.

The Confederation, Cantons and Municipalities, as well as other organisations with a mandate from the state, publish their open data on the portal opendata.swiss, which replaces the previous pilot portal. The portal brings together a wide range of datasets, such as Swiss communal boundaries, population statistics, current weather data, historical documents and health insurance premiums. All the datasets can be downloaded free of charge and reused freely. Through the platform, the Confederation provides the central infrastructure to facilitate data searching, publishes data in machine-readable formats, and makes it easier for users to exploit the potential of open data.

The portal is operated by the Swiss Federal Archives, who are incorporating more organisations and datasets into the portal on an ongoing basis.[2] Several federal agencies as well as further bodies, such as the Swiss Federal Railways (SBB), the Canton of Geneva, the Federal Roads Office or the Federal Office for the Environment publish their data through this portal. As a result, more than 20 organisations are now offering more than 700 datasets on the portal, covering topics as diverse as population, health, politics, transport and the environment. A continuous and fast increase of published datasets is planned.

To ensure that data is accessible and easily reused by the public, a list of 13 measures are defined in this strategy. These measures intended not only to improve the amount of published data but also to incorporate adequate processes in the government agencies' daily operations. In particular, the 13 measures address[3]:

- Tendency towards "open data by default model" by adapting step by step the legal, organisational, financial and technical frameworks for data production in various administrative units to the constraints of open access to public data.
- Co-ordinating the publication and provision of official data through the development of the portal opendata.swiss, providing interested bodies with support in the publication and provision of their data as OGD, standardising metadata and definitions, drawing up a uniform terms of use, and create an OGD co-operation model for the Confederation, Cantons and Municipalities to guide the use of the OGD portal and the publication of data.
- Establishing an open data culture through a regular dialogue with users (private sector, academia and civil society) to optimise the data offered, develop standards and tools and to establish best practices, as well as the implementation of measures to make the public aware of the data on offer and its purpose in order to contribute to the establishment of a participatory culture.

eGovernment

In January 2016 the steering committee for eGovernment Switzerland adopted the eGovernment Strategic Plan 2016-2019. The plan presents measures that the Confederation, Cantons and Municipalities plan to implement following the adoption of the strategy. The focus of the strategy is on developing a basic infrastructure to accelerate the development of e-Government in Switzerland. The various projects of eGovernment Switzerland are outlined on the egovernment.ch platform.

The steering committee is a tripartite body, made up of representatives from the Federal, Cantonal and Communal levels; it is responsible for the implementation of the e-Government Strategy.[4] A planning committee of eGovernment experts from all levels of government is responsible for the operational management of eGovernment Switzerland. The committees have incorporated eight projects of the strategic plan, as well as three permanent tasks ("services") of strategic importance.

The eight projects of the strategic plan are:

1. Administrative portal for enterprises: The State Secretariat for Economic Affairs (SECO) is setting up a one-stop shop that will enable companies to make their dealings with the Swiss authorities completely electronically. This should reduce the administrative burden for the enterprises. The target for the strategic project is to make the ten most frequently requested electronic government services for

businesses easily accessed electronically and seamlessly via a national e-government portal.

2. Electronic identity (e-ID): The Federal Office of Police (fedpol) aims to create the conditions for the establishment of a valid electronic identity in Switzerland and abroad. The project target is to create and introduce a uniform electronic identity, which is recognised without restriction not only in Switzerland but also in the EU area for the electronic business transactions of individuals and legal entities with the authorities.

3. Swiss federation of identities: To simplify electronic interactions with the authorities and to make them more user-friendly, an identity network is to be established which ensures a uniform registration procedure on the various authorities' portals. Implemented by SECO, in co-operation with the e-ID project, the Identity Network Switzerland connects different IT systems in such a way that users with the same registration procedure can access different organisations without compromising security.

4. Signature Validation Instrument: To increase the number of electronically-signed documents, a Signature Validation Instrument will be created at the Cantonal level. A signature validation system was established at the Confederation level in 2013 (validator.ch). The Federal IT Steering Unit (FITSU) will carry out a pilot project that will make it possible to define the signature validation of official documents and examine selected documents from the canton of Zug. From there, the signature validation instrument will be made available to other cantonal, and possibly communal, authorities.

5. e-Operations: The operational management of IT co-operation in the area of e-government requires a joint organisation supported by the Confederation and cantons that acts as an organisational body and competent service provider of the administration across all federal levels. The Swiss Conference on Informatics (CSI) will establish an organisation to co-ordinate the joint financing, development and operation of cross-cutting services, basic infrastructure and other electronic services of the Swiss government.

6. e-Moving: With approximately 700 000 home moves reported annually in Switzerland, a large number of change notifications for government services are generated. The objective of the e-Moving Switzerland is to enable the electronic reporting and processing of changes of address and moves to and away from a commune. Currently, the technical pre-requisites and standards have been established and are being tested in eight communes and one canton (Zurich). Five additional cantons have either started testing the project or have shown interested in e-Moving Switzerland.

7. Electronic voting (Vote électronique): The Federal Chancellery (FCh) is co-ordinating the implementation of electronic voting throughout Switzerland at both the Confederation and Cantonal level. The initial pilot phase of this project began in 2012. In 2013, the Federal Council made in its third report on electronic voting strategy on its introduction or extension and set new safety requirements. In 2017-2018, the pilot phase will be evaluated again to analyse, in particular, the experiences in compliance with the new test conditions. If these results are positive, electronic voting could become ordinary procedure. Cantons are free to offer, or not, the opportunity to vote electronically. At the federal level, electronic

voting procedures require changes to voting laws, including the Federal law on political rights.

8. e-VAT: Under this project, companies subject to VAT have the option of submitting their regular VAT returns entirely electronically. The Federal Tax Administration (FTA) continues to develop the electronic transmission procedure for VAT, expanding their existing online offerings in a targeted manner throughout Switzerland. The FTA also standardises and develops the necessary interfaces for this purpose.

The three permanent tasks ("services") are:

1. Population access to e-Government services: Swiss citizens and interested parties abroad should be able to easily find information on the Internet and access government services. To this end, the Federal Chancellery developed the portal ch.ch to quickly find information about the Confederation, cantons and communes and is available in German, French, Italian, Romansh and English. The Confederation and cantons are the sponsors of ch.ch, while the Federal Chancellery is responsible for the operation, editorial content and quality assurance of the website.
2. Standardisation: The e-Switzerland (e-CH) Standardisation Association is a public-private partnership established in 2002 to, as part of a strategic benefit, develop and monitor relevant standards for the strategic plan projects. Since it was founded, the e-CH association has drawn up and approved more than 200 e-Government standards. The work of e-CH is supported by the Confederation, the cantons, the communes, companies and academia.
3. Technical co-ordination between the public authorities: As part of a strategic benefit, the Swiss Conference on Informatics (CSI) encourages the participation of cantonal and municipal authorities in the strategic plan of e-Government Switzerland. The CSI creates bodies, such as expert groups, as platforms available for co-ordination in technical and specialist areas of information and communication technologies. The public bodies will take account of the CSI recommendations on technical co-operation.

The implementation of this strategy takes into consideration that Switzerland is constituted as a federation of sovereign cantons. Collaboration between the Confederation, cantons and communes in terms of the release and availability of public data is considered paramount to successful implementation. Being a multilingual country, data is also provided in multilingual formats.

Moreover, the open data initiative is fully interoperable with international standards. Among the adopted standards, the profile of metadata is perfectly aligned with the standard used by the European Union. At the international level, Switzerland is actively involved in discussions for the establishment of the European Data Portal, is an active member of the OECD Expert Group on Open Government Data and collaborates on OGD with its neighbours: Austria, Germany and Lichtenstein.

Innovative policy design for inclusive growth

Key initiatives

To improve the government's ability to design policies, the Parliament adopted in September 2014 the "New management model of the Federal Administration" (NMM)[5] to further improve budget management. This new model is based on the experience from the "Management by Performance Mandate and Global Budgets" (MPM) programme of the Federal Administration, which follows the concept of outcome-oriented public management.[6] In contrast to the preceding model, the NMM will be mandatory for the entire central Federal Administration and therefore further strengthen the management focused on objectives and results oriented towards increasing transparency and facilitating ease of handling at all levels of government.

The NMM will be introduced on 1 January 2017. As part of the improved budget management tools, the NMM complements the achievements of the "Debt Brake" fiscal rule at the Federal level as well as incorporates a new accounting model for budgeting and financial planning that focuses on benefits and, to the extent possible, on results through performance budgeting.

The general objectives of the NMM are:

1. Improve the management and execution of the Federal budget in strengthening the medium-term planning and establishing links between tasks and finance and between resources and services at all levels (Parliament, Federal Council and administration).
2. Continue to develop the administrative and administrative culture focused on results by encouraging personal responsibility administrative units in the provision of benefits and increasing leeway in the use of resources.
3. Optimise profitability and efficiency within the federal administration.

The NMM aims to develop the steering of the federal administration targeted manner, using simple and pragmatic means. The main changes include:

- A budget with an integrated plan of tasks and finances (IPTF) – the Federal Parliament will receive a medium-term budgetary framework that shows, for each administrative unit and product group, their main objectives, indicators and target values defined for the next four years.
- Performance agreements are signed between departments and administrative units each year, which set the administrative units annual targets related to their projects and product group(s).
- Providing all units with two global budgets: one for revenue and the other for operating expenses. In addition, administrative units with important investments have two additional budgets for revenue and investment expenses.

Other instruments and processes are subject to discrete changes to ensure better alignment between planning financial, political issues planning and scheduling resources.

To successfully implement the NMM, it is particularly important to deepen and simplify the dialogue concerning planning and medium-term tasks and finances without the delineation of responsibilities between the executive and the legislature

being affected. Regarding finances, the powers of Parliament are unchanged, but not the content of decisions. Decisions regarding annual appropriations are still reported parliament and decisions on loans remain a central element of budgetary management. Under the NMM, Parliament will now have additional information concerning benefits and will be able to take, if necessary, targeted decisions on the matter.

As a result, the overall improvements resulting from the NMM include:

- The dual management model of the Federal Government will be replaced by a uniform model.
- The public and political spheres will better reflect the work and efficiency of the administration.
- Better transparency of public services will increase collaboration with stakeholders.
- The global budgets will increase flexibility of administrative units.
- Improved economic behaviour will reward administrative units with possibility to build reserves.
- Each administrative domain can better assess how it has contributed to the goals of their administrative unit.
- The instruments of NMM will promote a culture of change, moving from resources-based management to management by objectives and results.

Public sector innovation

To foster innovation, the Federal Commission for Technology and Innovation (CTI) was created with the vision of becoming one of the world's most successful state-funding agencies for innovating in a free market economy. The CTI develops and operates measures and instruments to turn untapped scientific innovation potential in Switzerland into value for the economy. The goal is to foster the following key competencies:

- Profound ability to recognise innovation excellence.
- Well-founded knowledge of the activities they fund.
- Extensive knowledge of the Swiss and international research and economic landscape.
- Expertise in entrepreneurship.
- Broad networks.
- A critical and visionary approach, always looking to the future.

The three funding areas of the CTI are:

- Start-up and entrepreneurship: The CTI promotes entrepreneurial thinking among young scientists and business people. Training and coaching programmes provide young entrepreneurs with professional support in putting their business ideas into practice. The focus is placed on knowledge-intensive and technology-based companies with considerable market potential.

- R&D Funding: The CTI helps innovations to achieve their breakthrough by co-funding research and development projects run jointly by companies, public agencies or non-profit organisations with entitled research institutions. With a focus on new technologies and findings, projects which promise rapid results tend to receive support, especially in the fields of life sciences, micro- and nanotechnology, engineering and enabling sciences.
- KTT Support: The CTI promotes knowledge and technology transfer (KTT) between universities and industry in order to boost innovative projects and start-up ideas. Innovation mentors provide information on funding opportunities and support in drawing up project applications. The national thematic networks (NTN) help to form links between companies and public research institutions in thematic areas which are of particular interest to Switzerland.

Interactive and physical KTT platforms provide an opportunity to form contacts and share experiences.

In CTI's Multi-Year Programme 2017-2020, the commission announced a partnership with the Swiss National Science Foundation (SNSF) to make an active attempt to fill the funding gap between basic research and application-oriented innovation promotion. To ensure that findings from basic research can be turned into marketable products and services, the SNSF and the CTI have developed the "Bridge" programme. They receive step-by-step assistance from experts in preparing a project for one of the following two funding levels:

1. Proof of Concept for young researchers wanting to exploit the potential of their scientific findings and to continue their career outside of higher education.
2. Pre-competitive projects for individual funding applicants or smaller collaborations between inter-disciplinary research teams with complementary expertise looking to combine excellent research with a clear innovative idea.

The "Bridge" programme is open to all scientific disciplines. It is aimed at researchers from universities, universities of applied sciences and public research institutions. On the basis of preliminary work and experience to date, it is expected that, at least in the initial stages, mainly researchers from technical disciplines will take part. Scientific excellence, innovation potential and the expertise of the researchers taking part are key criteria. Close monitoring of the research projects ensures that the work focuses on developing products for the market.

Improving the delivery of services for and with citizens

Key initiatives

To strengthen the Swiss civil service's ability to deliver better services for citizens, the Federal Council in November 2015 adopted the "Personnel Strategy of the Swiss Federal Administration 2016-2019". This strategy sets out the priorities for Federal Administration staffing and projects to be implemented in the framework of the current strategy. The strategy establishes eight strategic priorities, objectives and measures regarding staffing policy to meet the challenges it faces in staffing, such as the aging population, shortage of qualified personnel, the increasing role played by IT, mobility in everyday life and in the workplace, the changing values of our society, globalisation and the scarcity of financial resources.

The sixth strategic priority seeks to maximise the potential of diversity in the Federal Administration. The Strategy identifies diversity of employees of the federal government as an important factor for national cohesion, the preservation and maintenance of Swiss identity, and anchoring the Confederation in the regions. When delivering services, only employees with the skills and corresponding sensitivities are able to offer a quality public service.

Through an integrated model of diversity, the federal government actively leverages and strengthens diversity in a targeted way. The Strategy works to promote equal opportunities in regards to gender, representation of national languages in the administrative units, different generations and the disabled, as well as preventing any form of discrimination. Furthermore, the Federal Administration, as an employer, guarantees equal pay between women and men.

To accomplish these goals, the strategy identifies three strategic targets for employment in the Federal Administration:

1. Gender distribution (including the senior civil service): new targets for 2016–2019 are being discussed in spring 2016.
2. Distribution of linguistic communities (including the levels of administrative units and senior civil service).
3. Proportion of employed persons with disabilities: 1.0% to 2.0% of the personnel.

The distribution of linguistic communities in the Federal Administration is governed by the "Ordinance on the National Languages and Understanding between Linguistic Communities", which came into force on 1 October 2014. According to this ordinance, the Federal workforce, including management, must aim to achieve the following ranges:

- German speakers: 68.5% to 70.5%
- French speakers: 21,5% to 23.5%
- Italian speakers: 6.5% and 8.5%
- Romansh speakers: 0.5% and 1.0%[7]

Furthermore, in regards to recruitment processes, the policy requires that candidates from all linguistic communities progress from the preselection phase to the interview phase, provided they fulfil the objective criteria. Where candidates have equal qualification, priority is given to those who belong to an underrepresented linguistic community in that particular administrative unit, particularly for management.

Furthermore, the ordinance requires that:

1. All employees have the oral and written skills in a second official language required for performing their duties.
2. All middle management employees have good active knowledge of at least a second official language and, where possible, passive knowledge of a third official language.
3. All senior management employees and middle management employees with team leadership responsibilities have good active knowledge of at least a second official language and passive knowledge of a third official language.

To foster these language skills, courses in French, German and Italian are offered to employees. If managers do not have the above required language skills when recruited, they are to take the necessary steps to improve them within one year of recruitment.

Strengthening accountability through better performance management and evaluation

Key initiatives

Since Switzerland employs a semi-direct democracy model, accountability is a necessity to gain the trust of citizens and convince them at popular votes. Regarding evaluation, the article 170 of the Constitution of Switzerland requires that the effectiveness of measures taken by the Confederation is evaluated.

Evaluations are partially carried out by the Parliamentary Control of the Administration (PCA), which is the evaluation service of the Federal Assembly. The PCA conducts studies on behalf of the Control Committees (CCs) on the legality, expediency and effectiveness of the activities of the federal authorities. CCs scrutinise the conduct of business by the Federal Council, the Federal Administration and other bodies entrusted with tasks of the Confederation by carrying out inspections and investigations, and by reviewing annual and management reports (in particular of the Federal Council and the federal courts). When commissioned to do so, the PCA can also scrutinise the effectiveness of federal government measures on behalf of other parliamentary committees.

In addition, Switzerland requires both *ex ante* and *ex post* evaluations to be conducted. For *ex ante* evaluations, Parliament scrutinises the mandates of the Federal Council, its departments and executive. In Switzerland, the most important text which rules the legislative process is the Law of Parliament, which determines what information the Federal Council must provide to parliament when it submits bills. In particular, the law requires that the Federal Council must evaluate and analyse some of the effects and consequences of the proposed project. Information required in these analyses include:

- The impact on fundamental rights, finances and the state of federal personnel, cantons and communes.
- Economic, social and environmental consequences of the project.
- Consequences for future generations.
- Consequences in terms of equality between men and women.

Regulatory Impact Assessment (RIAs) must be conducted to analyse the economic part of these effects.

For *ex post* evaluation, there are a variety of mechanisms to monitor legislative acts in their stage of implementation:

- Legislative acts sometimes contain a standard evaluation clause, which requires that evaluations be conducted after a certain time. Currently, there are more than 120 evaluation clauses in federal law and a report of the Swiss Federal Audit Office found that these clauses are followed in practice. Standard evaluation

clauses represent form the basis for more than half of the assessments conducted at the federal level.

- To find innovative solutions, experimental laws are implemented at the federal level. These laws exist for a period of time and then must be evaluated. Over the last 40 years, fifty such laws were implemented and often precede new permanent legislation.
- As discussed above, Parliament is also active in evaluation, either directly through the PCA or, indirectly, by providing assessment mandates for the Federal Council. In either case, results from the evaluation are presented in the form of a report.
- Ministries and their services also often perform assessments of their own.
- Each year, a report of the Federal Council list all major evaluations conducted.
- All assessments and research projects of the Federal Government are accessible online through the Aramis information system, which contains information regarding research, development and evaluation projects of the Swiss Federal Administration. This system informs interested parties of research conducted or funded by Confederation, as well as serves to improve co-ordination and transparency.

In a semi-direct democracy like Switzerland, the Government believes that *ex ante* and *ex post* evaluations are useful on several levels, as they:

- Allow the Executive to review and improve the operational or the process, collaboration between the actors responsible for the implementation, etc.
- Allow parliament to check whether laws adopted achieve their intended goals.
- Provide an instrument for monitoring the Parliament under the Federal Administration.
- Are used by civil society organisations, political parties, business associations and trade unions for their analyses of public policy.
- Allows citizens, through the media, to form an opinion on a subject submitted to a popular vote.

Notes

1 For more information, see: www.egovernment.ch/en/umsetzung/e-government-schweiz-2008-2015/open-government-data-schweiz/%09.

2 The release of free public data access is allowed only if it does not contravene the law in force (particularly the provisions on data protection and information and the rights of the author). This will be continually monitored and evaluated.

3 Key results for some of the 13 measures are available (in German) at: https://www.egovernment.ch/en/umsetzung/e-government-schweiz-2008-2015/open-government-data-schweiz/.

4 For more information, see: www.egovernment.ch/en/organisation/steuerungsausschuss/.

5 For more information, see: http://www.efv.admin.ch/f/themen/nfb.php.

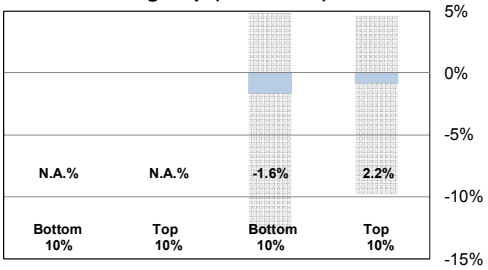
6 For more information, see: http://www.flag.admin.ch/e/themen/1-1-4entstehung.php.

7 The key indicators regarding the Personnel strategy are published yearly in the Report on Personnel Management; see: www.epa.admin.ch/epa/de/home/dokumentation/zahlen-und-fakten/berichte.html.

Tunisia

TUNISIA: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

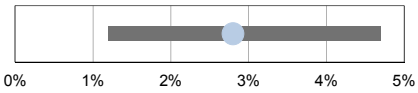
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

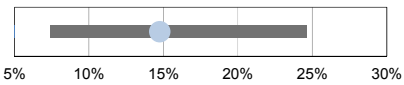
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



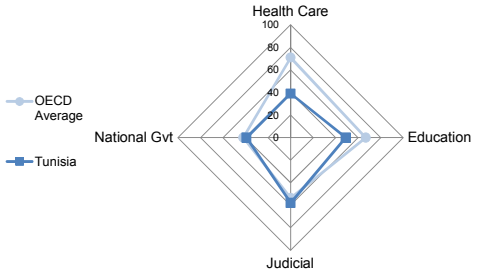
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average N.A. Tunisia

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

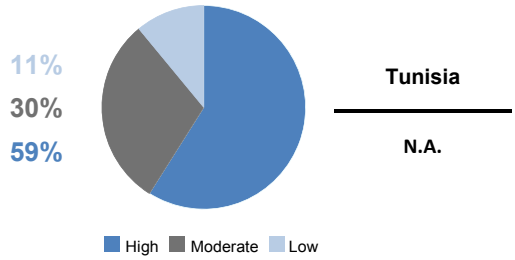
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

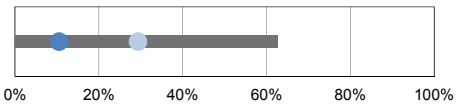
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

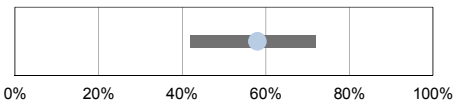
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

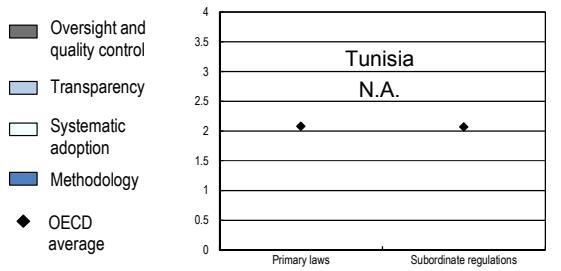
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

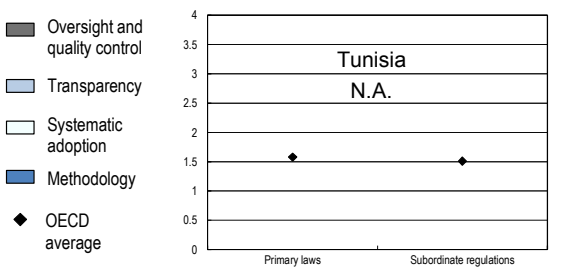
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

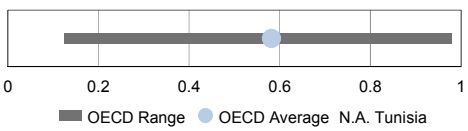
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

Aware of the importance of participatory decision making, the Tunisian Government has undertaken efforts to engage with citizens and businesses to promote exchanges with different sectors of society. The spirit of consensus helped Tunisia through its democratic transition and overcoming major crises that have recently occurred.

This was achieved by adopting a participatory approach that favours exchange and negotiation as well as allowing civil society to play a key role in providing a framework for reconciliation of different political parties. Specifically, a Quartet was established, which is composed of the trade union federation UGTT (Union Générale Tunisienne du Travail), the central employer UTICA (Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat), the Council of the Bar Association and the Tunisian League for Human Rights.

The Quartet set up a national dialogue that brought together the various parties in order to bring Tunisia out of the crisis situation. Through the work of the Quartet, Tunisia received the 2015 Nobel Peace Prize in recognition of the contributions made to building a pluralistic democracy in Tunisia after the Jasmine Revolution in 2011.

The new Tunisian Constitution (2014) places emphasis on open government and public engagement in the management of the public service, particularly at the local level. The new constitution provides an anchor for the country's reform programme and implements systematic mechanisms for public consultation. Since 2014, several government departments and agencies have undertaken consultation initiatives to increase transparency and a range of laws have been adopted to strengthen the principles of public participation. These include using the participatory approach in: the evaluation public services, public service delivery, the legislative process, and drafting legislation.

The Circular Head of Government 31/2014 dictates the conditions and procedures for public consultations. It sets a minimum of 20 days for draft texts to be consulted on. However, in cases of emergency, this period can be shorted but must not be less than 10 days. To allow for greater participation, the time can also be extended. The Counsel and Government Legislation team keeps track of comments and publishes replies, where applicable, to the new version of the project. Since the implementation of this new reform, 11 draft texts have been consulted on, which consists of 1 draft code, 5 bills, 3 government decrees and 2 ministerial orders.

At the local level, article 139 of the Tunisian Constitution (2014) states that local authorities must adopt the mechanisms of participatory democracy and the principles of open governance, to ensure wider participation of citizens and civil society, the preparation of development projects, and the planning and monitoring of their implementation.

As well, the website consultations-publiques.tn was developed in 2014 by the President of the Government to strengthen online consultations. This platform is the result of a culmination of laws that encourages citizens to participate in the public service evaluation process, in the delivery of public services, and in law making and evaluation of the quality of legal texts.

Extensive consultations have been conducted through this site. One such consultation involved reviewing the work hours of the public administration, which involved 16 000 employees. Other examples include consulting citizens regarding the publication of legal texts, the evaluation of the performance of certain public sector structures (such as the social security funds), establishing a code of conduct for officials, and improving the business environment.

In addition, the Tunisian Government allowed citizens to participate in budget development through the allocation of budgets for the first post-revolutionary state. The budget was distributed according to a formula that took into account demographic and productive specificities of each region as well as their needs. Transparency and equity were maintained according to a set limit to absorb regional differences in regards to development. Furthermore, disadvantaged areas were allocated a large share of state investment in order to even out regional and social disparities.

In order to adopt budgetary decisions that are open, inclusive and transparent for citizens and stakeholders, Tunisia publically released their budgets on the Ministry of Finance portal in 2014 and 2015[1] and allowed citizens to publically comment on the budget guidelines. As a result, Tunisia now ranks second place in the Arab world and 66th world wide for Open Budgets in 2015, according to the International Budget Partnership's biennial survey. This approach perfectly aligns with OECD budgetary guidelines, which favour a dialogue with stakeholders in preparing and adopting budgetary decisions and policies in an open, inclusive and transparent manner.

Public participation was also used in the development of the 2016-2020 Development Plan. The Plan was submitted for discussion with various stakeholders, including citizens, political parties, civil society, trade unions and professional groups, which included an online consultation.

In order to implement the principles of good governance and transparency, The National Portal of Legal Information (legislation.tn) includes a section to post all draft texts submitted to public consultation. This portal is managed by the Legal Counsel and Government Legislation team under the General Secretariat of the Government. Through this portal, the Government posts draft legislative and regulatory texts to bring them to the attention of the public and allow comments.

Open government

On the topic of open government, Tunisia joined the Open Government Partnership in 2014. Their National Action Plan 2014-2016 commits the government to a number of initiatives that engage citizens and businesses in the policy-making process. As part of these commitments, the Tunisian Government is preparing the legal framework for increased public participation in the decision-making process. New laws will regulate public consultations, including determining the stages of the decision-making process, identifying stakeholders, and the role of stakeholders in accordance with a pre-defined schedule. Work teams are currently being assembled to draft the appropriate legal texts.

In addition, the Government is developing an electronic entry platform, which will facilitate the communication and interaction of citizens with the public administration. Several communication channels will be adopted that allow citizens to provide their suggestions, ideas and views on public policy as well as monitor the

implementation of programmes/policies. The Responsible Design Department is currently developing the platform through a participatory approach that involves representatives of civil society.

To support open data initiatives, Tunisia developed the open data site data.gov.tn to provide citizens with a single access point to administrative documents. Operational since 2012, the site is reinforced by laws regarding the freedom of access to administrative documents, establishing the legal framework for access to administrative documents, and providing the right to access the information. In addition, a number of online services are being developed to promote transparency in the public sector, reduce corruption and adopt a participatory approach.

Part of the open government initiatives is the Government commitment to simplifying a number of administrative procedures to improve the business climate and make life easier for citizens (described further below). First, a list of administrative procedures to be cancelled or changed will be made and then appropriate legislation to change these procedures will be drafted. The project is currently in an advanced phase – each ministry has established a work team to evaluate administrative procedures and a mid-term evaluation of the project has been prepared.

Tunisia is also implementing a framework that regulates the communication and interaction between the public service and citizens. This legislation will provide the legal basis to encourage and promote the use of electronic documents by the public service and ensure the transition to e-government.

Furthermore, the Tunisian Government is creating open data platforms for industrial and commercial sectors. The platform data.industrie.gov.tn was developed to provide information on investment in the oil and mining sector. This includes:

- Updating the status of mining obligations.
- General indicators of investment in the sector.
- All data related to the production, consumption, supply, export, distribution, sales contracts, etc.
- Details about companies operating in the sector.
- Tax revenue generated by the sector.

A similar platform is being developed to provide geographical information system (GIS) data for urban development models. This includes information about urban models that have been approved as well as the related administrative and legal data. Furthermore, an atlas of districts is being made available online that details economic, social, and urban development information. The oil and mining sector platform as well as the urban development model platform are in the advanced implementation phase.

A sustainable development observatory is also being created under the Action Plan to collect, analyse, and publish data, statistics and indicators related to the environment and sustainable development. The observatory will be responsible for the regular publication of data to monitor the environment. Furthermore, Tunisia has signed the Aarhus Convention that provides access to information, public participation in decision making and access to justice in environmental matters.

As part of Tunisia's commitment to open government, regular public-private dialogues are conducted at the sectoral level or at the appropriate level of accountability. Furthermore, communication mechanisms are in place to ensure that local issues are integrated into high-level discussions. This dialogue aims to build trust and reconcile points of view in order to foster joint analyses of problems and create a more favourable environment for private sector development. A Memorandum of Understanding (2014) between government and the presidents of three professional organisations[2] institutionalises the public-private dialogue. To strengthen this mechanism, a second Memorandum of Understanding (2015) was signed between the Tunisian Government and the British Government in order to identify the necessary institutional changes that need to occur and to propose a legal template to accomplish them.

Participation in administrative simplification

The Regulatory Guillotine project was created by the Tunisian Government to simplify administrative procedures governing economic activities and reduce the administrative burden on private companies. Based on best practices observed in other countries, this approach utilises an open and transparent process based on participation from the private sector. Proceeding in three phases, the project will first take an inventory and self-assessment of administrative procedures that impact economic activity. Second, a broad consultation with Tunisian companies will take place. Last, a list of laws and regulations that need to change will be drafted. Administrative procedures are assessed according to four criteria: ease of execution, legality, the need/timeliness, the discretion of the Administration.

A pilot project to simplify administrative procedures was conducted by the Ministry of Finance in 2011. 446 procedures were inventoried and evaluated with 376 procedures being simplified or removed

In 2012, seven ministries participated in a project to improve the business climate. 1 100 procedures were inventoried and evaluated as well as 240 priority procedures were evaluated by the private sector as part of a consultation organised for this project. As a result, in 2014 the Council of Ministers approved the simplification of 147 procedures, the removal of 7 procedures and the maintenance of 86 procedures. As well, the Council recommended that five others ministries also evaluate their administrative procedures related to improving the business climate. So far, those ministries have inventoried 367 procedures to simplify and the departments are currently evaluating them under the evaluation procedures.

Integrating groups

The Tunisian Government has implemented a number of projects to strengthen the role of non-governmental partners in promoting governance and developing their capacity so they can contribute effectively. This includes establishing a Charter of Integrity and Prevention of Corruption, conducting a study on strengthening the role of civil society in the promotion of good governance and preventing corruption, developing a participatory approach in order to strengthen partnerships with civil society, building the capacity of associations involved with governance by organising specific training sessions, and the establishment of a database on the components of civil society that works on governance and anti-corruption projects.

Innovative policy design for inclusive growth

Key initiatives

The Tunisian Government is working with businesses to design policies that will build a healthy business climate. After collaborating with the private sector, the Government enacted the National Business Agenda. To develop the administrative structures to support businesses in accordance with the Agenda, the Government has entered into a Memorandum of Understanding with the private sector to create a space for dialogue where a company may suggest proposals to improve the business climate. Through the National Business Agenda, this agreement creates a mechanism that will ease the communication and establish a partnership between the public and private sector. This two-way dialogue allows the private sector to present business proposals to the government and allow the government to present some projects for reforms to the private sector.

Similarly, the Government is working with regional and local governments to harmonise public action and ensure good governance for all citizens. At the local level, The Tunisian Constitution (2014) consecrates decentralisation, which constitutes a big step towards good governance. They did so by providing them with real decision-making power over defining public policy as well as organisational and fiscal management.

To implement this strategic choice, the Tunisian government has proposed a programme to formulate a National Governance Strategy. This national strategy will create a coherent vision and approach to the decentralisation strategy, a roadmap to developing national strategy for decentralisation, utilise information and communication technologies to improve the quality of services provided to citizens at the local level, build the capacity of local actors, establish consultative bodies at the local level in order to facilitate consultations for reform, and priorities on development.

Improving the delivery of services for and with citizens

Key initiatives

Recently, the Tunisian Government sought to improve public services to meet the expectations of citizens and businesses. To achieve this goal, Tunisia has worked to improve the governance of the public service, particularly through the establishment of a code of conduct for public officials, establish a mechanism for social dialogue and promoting training, particularly through the creation of the International Academy of Governance. Similarly, Tunisia has implemented a number of projects that use technology to improve the delivery of government services.

The General Code of Conduct for Public Officials was developed in collaboration with the OECD and adopted in 2014. This code of conduct and ethics defines the value system within the public administration in order to build trust between citizens and public officials. This includes chapters on dealing with labour values, working relations between public officials, reporting conflicts of interest and the declaration of assets. Several training sessions were conducted in order to educate public officials about these values. In addition, several sectoral codes of conducts are being developed that will take into account specific trades and industries.

The National Repository of Governance and Fight Against Corruption outlines the importance of putting in place the foundations of a social dialogue in public enterprises. This strategy seeks to promote this social dialogue at the national, regional and sectoral level by improving the capacity of government officials as well as worker and employer organisations so that they can play an active role in this social dialogue.

The International Academy of Good Governance was created, in co-operation with the European Academy of Good Governance in Berlin, to build governance capacity and consecrate the principles of good governance, dissemination of culture and increase the international reputation of Tunisia in this field. The mission of the Academy is to enhance the skills of civil servants in order to improve and foster good governance. This is accomplished through academic training sessions for public service managers at the central, regional and local level as well as persons from the private sector, civil society and foreigners on occasion.

Since Tunisia spends 18% of GDP on public procurement, the government enacted the new Decree on Public Procurement (2014) to better deliver procurement programmes. This decree unifies relevant regulations, simplifies procedures, enhances transparency and access to information, and consolidates policies regarding conflict of interest situations. As well, the decree creates a public procurement national council that includes representatives from the public, private and civil society.

Furthermore, the Government partnered with Korea to develop and launch the online e-procurement system TUNEPS. This new site aims to promote integrity and transparency in the public procurement process and fight against corruption in the public sector. The goals of the site are to ensure transparency in transactions, maintain equality of opportunity and competition and contain costs. The site was launched in 2013 and posting the first procurement offer in 2014. In addition, Decree no. 1039 (2014) stipulates the creation of a unit responsible for purchases via TUNEPS.

Furthermore, Tunisia developed two additional platforms to fight corruption in the public service. The first, anticorruption-idara.gov.tn has been operational since 2012 and denounces cases of corruption in the public sector. The second – anticor.tn – is an informational site, developed under the United Nations Development Programme, which fights against corruption by providing general information and statistics about corruption in Tunisia. The project began in mid-2013 and is set to continue until mid-2016.

To further strengthen the civil service, the Tunisian Government collaborated with experts to develop a specialised academic training programme for public servants in the field of governance. The programme will allow public officials to broaden their knowledge about governance and the fight against corruption. The Good Governance Academy has been created, its Director has been nominated and first training sessions will be provided soon.

In 2015, a reform of the civil service was launched to improve public sector efficiency. Following a participatory approach, this reform involved all stakeholders in the process, especially the union.

Tunisia's National Action Plan of the Open Government Partnership (described above) also includes measures that aim to strengthen the civil service. These reforms are:

1. Strengthening the legal frame for the fight against corruption by drafting laws related to: the declaration of assets and conflict of interest, illicit enrichment, and protecting whistle blowers who alert the government to corruption.
2. Partnering with the Korean Agency for International Co-operation to develop an "e-complaint" platform that allows the government to receive complaints and denunciations of corruption via multiple channels, including websites, text message, and voice mail. This project is currently in the development stage.
3. Publishing annual reports of the supervisory public control structures. This project is in its first phase, which involves forming the teams in charge of the preliminary identification of criteria and procedures to ensure quality and effectiveness are achieved.
4. Revising legal frameworks to protect personal data. This will ensure consistency with the constitution, which states the commitment of the state to protect personal data and ensures the right to access state information.
5. Developing the national open data platform (described above). This will provide a single access point for public information at the national and regional level. The platform is still in development by the Design Office.
6. Establishing a national repository of co-operate governance in accordance with ISO 26000. This has been operational since 2014, adhering to principles of social responsibility and allows the principles of good governance to be generalised to the private and public sector.

Regarding gender balance in the civil service, Tunisia is conducting a quantitative and qualitative study on the gender approach in the Tunisian civil service in co-operation with UN Women.

Strengthening accountability through better performance management and evaluation

Key initiatives

The evaluation of public policies is an important tool for the Tunisian Government. To that end, the Government has adopted reforms to improve the evaluation system. This includes managing the budget through objectives, integrity scans and consolidating administrative and financial control in the public sector.

In consultation with the OECD, the Budget Management by Objectives (GBO) system was created based on the principles of budgetary discipline, transparency and accountability. It optimises the management of state finances by introducing targets and performance indicators. The GBO intends to develop a culture of results to spend better and improve the efficiency of the public sector.

In co-operation with the OECD, Tunisia was the first country to perform an "Integrity Scan" in order to provide an overall diagnosis of corruption in the country and develop a roadmap to address them in 14 priority sectors, including public procurement, taxation, customs and land affairs.

The government, in collaboration with the OECD and SIGMA initiative, has developed an administrative and financial control system to improve administrative and financial audit techniques in order for the system to comply with international standards.

Tunisia is also developing two commitments to accountability under the National Action Plan of the Open Government Partnership. First, the Government is developing an open budget system that allows users to access the budget documents and public data. This will increase transparency, fight corruption and ensure a proper management of public resources. Furthermore, the National Council of Public Order will publish reports regarding the awarding, executing and auditing of public contracts. These reports will be submitted to the President of the Republic, the Prime Minister and the President of the Chamber of Duties.

Second, a new system has been developed to assemble, track and publish recommendations regarding audit reports on public procurement. This has been created by the Superior Commission for the Audit Control of Public Procurement.

Notes

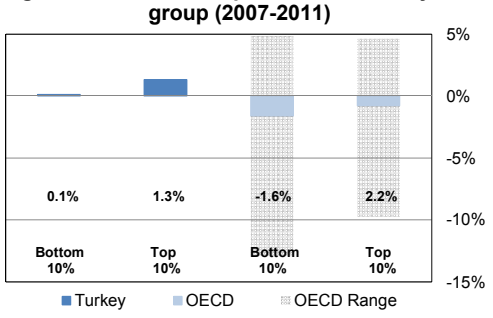
1 For more information, see: www.finances.gov.tn/images/BUDGET_CITOYEN_2015_.pdf.

2 UTICA (Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat), UTAP (Union Tunisienne de l'Agriculture et de la Pêche) and ERCI.

Turkey

TURKEY: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

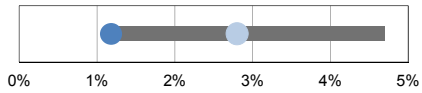
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

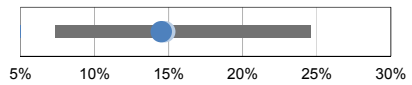
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background



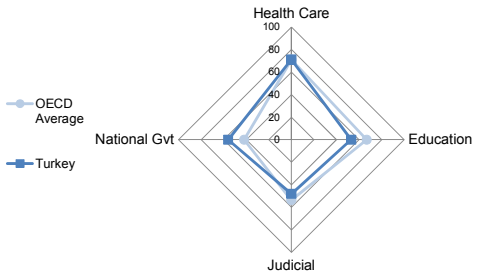
Source: OECD, PISA 2012 results: Excellence through equity, 2013

OECD Range OECD Average Turkey

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

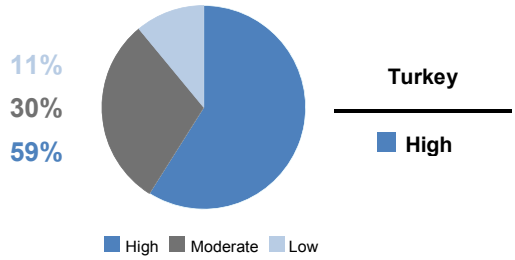
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

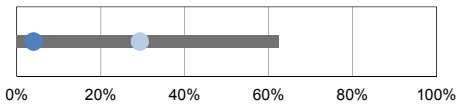
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

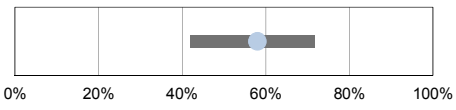
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

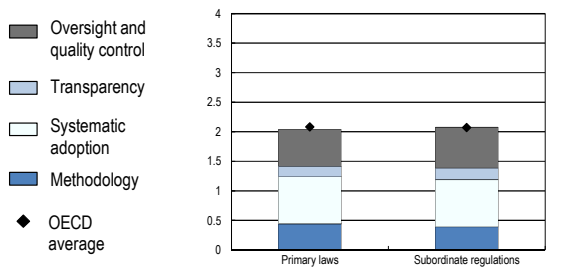
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

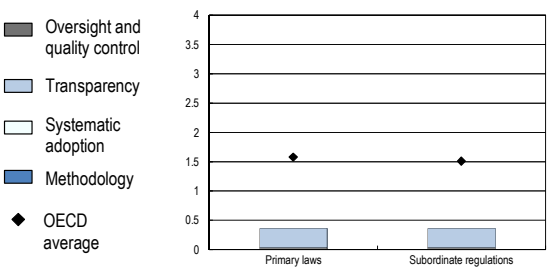
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

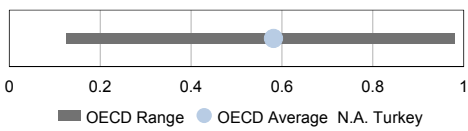
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

The Turkish Government has used participatory decision-making mechanisms in various fields, including taking the opinions of stakeholders in preparing strategic plans and performance programmes, establishing city councils in local governments, consulting with relevant parties in the process of drafting the legislation, the Prime Ministry Communication Centre, the application "Ask the President", receiving opinions through the website of Turkish Grand National Assembly and through certain websites for the works on the new constitution, and other websites belonging to the public institutions designed to receive individual opinions and suggestions. For example, the Prime Ministry Communication Centre is a sophisticated public relations service through which citizens can submit requests, complaints, notices, opinions and proposals directly to the Prime Ministry or to other relevant authorities with the help of Prime Ministry by means of various communication channels (Internet, phone, letter, fax or in person). In addition, some individual initiatives will be discussed below.

First, the Turkish Government passed the Public Financial Control and Management Law No. 5018, which develops a mechanism to ensure that citizens play an active role in both preparation and implementation. Furthermore, the mechanism allows citizens to supervise the stages of "strategic plans" prepared and implemented by the public institutions. Strategic plans, annual performance programmes and activity reports increase the level of openness and transparency. Transparency improves the citizen participation by increasing accountability level.

Additionally, Turkish City Councils are common platforms which bring all stakeholders in the city together. Established in accordance with the Municipality Law No. 5393, City Councils consist of representatives from many institutions and agencies in the city, such as professional organisations, unions, notaries, universities, relevant NGOs, political parties, public institutions and agencies, and muhtars (local administrators). The City Councils can discuss any matter about the city and take decisions accordingly. Proposals made by The City Council are evaluated at the first meeting of the Municipal Council.

Citizens are also allowed to engage in the process of Environmental Impact Assessment. To inform citizens about investment and take their opinions and suggestions about the project, the project owners organise citizen engagement meetings at a central location easily accessible by the relevant people who will be mostly affected by the project. At these meetings, citizens are informed about the project and their opinions, questions, and suggestions are received.

In addition to those applications based on the Law, Turkish government institutions can activate participatory decision-making mechanisms when necessary. For example, a portal has been established by the Turkish Grand National Assembly within the framework of drafting the new Constitution. This has enabled the citizens and the non-governmental organisations to shape their opinions. On the portal, there are proceedings of Meetings of Constitutional Committee and suggestions of political parties, non-governmental organisations and universities regarding the new constitution. Another example is to formulate an application on the website of the Central Anatolia Development Agency that allows citizens to deliver their opinions

on development. These opinions are being used in planning and granting processes after being classified.

The Turkish Government also engages with citizens and businesses when conducting Regulatory Impact Analyses (RIAs). In accordance with the Regulation on the Principles and Procedures concerning the Preparation of Legislation, the government is required to engage with relevant local administrations, universities, trade unions, professional organisations and non-governmental organisations (NGOs). Furthermore, the regulation requires the ministry responsible alert the public to the consultation on its website as well as through the press/media and that the consultation must occur before submitting the draft to the Prime Ministry. Thus, the regulation requires that ministries must include the opinions of affected segments of the population in the final draft of policies.

In 2011, the Ministry of Development ran a project titled "Participation in Strategic Planning and Policy Development". A guide on preparing, implementing and analysing the stakeholder surveys and a framework to evaluate the participation in strategic plans are prepared as results of the project.

The Turkish Government is also planning to implement IT-assisted participation applications by 2023. To achieve this goal, the Government passed the Information Society Strategy and Action Plan 2015-2018 in June 2015, which is part of the 10th Development Plan in the Strategy (described below). Accordingly, Action No. 68 of the Strategy and Action Plan seeks to develop the IT-assisted participation programme. The goal is to improve citizen participation the policy-making process in regards to policy decisions, legislative regulations and service delivery processes. The policy is being developed by the Prime Ministry and the Ministry of Development in partnership with universities and NGOs.

The policy is justified on the grounds that IT-assisted participatory management approaches and practices are needed to be improved in the Turkish public administration to increase the quality of legal and regulatory framework and ensure efficiency in public service delivery. Furthermore, thanks to new Information and Communication Technologies (ICTs), particularly social media, certain functions such as giving information, receiving feedback/complaint, following-up public opinion, receiving opinion and consulting in public service delivery and policy-making can be managed more practically and efficiently.

As a result, the policy intends to apply IT-assisted participatory management approaches to the following areas:

- An IT-Assisted Participation Programme which will set the framework of all future works on policy-making will be prepared and announced.
- Legislation will be screened in terms of participatory management; shortcomings in the legislation will be removed; principles, procedures and rules on participation will be specified.
- An inventory of participatory practices in Turkish public administration will be created and this inventory will be updated to keep it dynamic, and afterwards, best practices will be shared.
- Researches on participation will be supported in order to enrich and implement theoretic and practical information about participation.

- Prime Ministry Communication Centre (BIMER) will be improved to make it a part of participatory administration mechanism in the Turkish public administration.
- Institutional Participation Action Plans will be prepared and implemented by the Ministries and central public institutions within the framework of the Participation Programme to be prepared by the Prime Ministry and BIMER application that will be updated.
- Institutional and thematic performance indicators will be improved and measured in the following period by participation maturity index that is unique to Turkey by utilising international works.

In Turkey, where significant steps have been taken in the field of public strategic management in the last decade, a participatory and transparent management approach has newly been adopted in public institutions thanks to strategic planning experience and increased level of awareness about accountability. Also, result and performance-oriented approaches have improved.

Participation is one of the main elements of strategic plans. To ensure that public services are shaped in line with the needs of the service users, participatory works such as interviews, surveys, workshops and meetings with the internal and external stakeholders are carried out at the stage of stakeholder analysis made by public administrations to know about the demands of the users.

The expected results of the stakeholder analysis are to:

- Attract the attention and get the contributions of stakeholders by effectively communicating with them at the first stages of the planning process.
- Identify the opinions and expectations of stakeholders.
- Identify the factors that may prevent the institution from functioning effectively and to formulate strategies to remove them.
- Identify relations and possible conflict of interests of the stakeholders.
- Discover the strengths and weaknesses of the institution by receiving the opinions of the stakeholders about the institution.
- Include the opinions, suggestions and expectations of the stakeholders in the strategic planning process so that the plan is approved by those segments and the chance to implement the plan increases.

Furthermore, the 10th Development Plan 2014-2018 seeks to further reform participatory planning. Through the Specialisation Commissions established during the plan preparation stage, opinions and suggestions of various segments of the society about economic and social policies, as well as their targets, are reflected in the development plans. Within the scope of plan preparations, 66 Specialisation Commissions and working groups have been established in macroeconomic, sectorial and regional subjects. Those Commissions brought together more than 3 000 academicians, public officials, representatives of private sector and NGOs to get their contributions.

The Development Plan includes 25 special-purpose programmes called “Priority Transformation Programmes” - which makes the Plan unique. Those programmes

have been prepared with a new approach to increase the applicability of the Plan, and the efficiency of development efforts. Programmes have been designed with a participatory approach in the critical reform areas, which are usually under the responsibility of more than one Ministry and require an effective inter-institutional co-ordination. As a result, Programmes are being prepared with a sectorial and inter-sectorial approach. The Government plans to finalise the Programmes within five years, which will provide a significant contribution to achieving the targets of the Plan.

In designing the Priority Transformation Programmes, targets and policies of the Development Plan have been correlated and the main components of the programmes have been identified with a view to implementing those policies effectively. In this regard, detailed action plans have been prepared for the priority transformation programmes. The Programmes will be implemented through those action plans covering 90 components in total and more than 1 300 actions. 35 institutions/agencies, programme co-ordinators and/or component managers will be assigned throughout this process.

In addition to the above reforms, the Turkish Government provides citizens and voluntary sector to participate in the co-production of services in several ways. First, every citizen has the right to petition and right to information granted by the Constitution. Also, the Prime Ministry Communication Centre (BIMER) fosters citizen engagement through public relations.

Furthermore, to reduce bureaucracy and red tape, the Prime Ministry has established a web-based "Anti-Red Tape Network". This web-based measure allows citizens to communicate problems stemming from legislation and service delivery to the Ministry, who work to make necessary amendments.

The new legal regulations described above also include provisions on engaging and co-operate with the voluntary sector. For instance, the composition of the Board of Trustees regulated in the Law on Encouraging Social Help and Solidarity has been rearranged and the structure of the Board has been amended to ensure more effective participation of the civil society.

Partnering with the private sector

As described above, Specialisation Commissions have been established to better listen to the opinions of the businesses and to better utilise the feedback in improving policies and services. Furthermore, the Economic and Social Council was established by a Prime Ministry Circular in 1995 as a consultative body to ensure social reconciliation and co-operation and to come up with a common view in designing economic and social policies. The ESC has a tripartite structure, being composed of 16 representatives of the Turkish state, 12 representatives of workers' organisations, and 6 representatives for each the employer's organisations and the chambers. After it was established, an amendment to the Constitution was made and the Council has received constitutional identity.

Moreover, there are thematic boards that operate by gathering periodically consulting with various stakeholders. Examples of these thematic boards are the e-Transformation Turkey Project Consultative and Executive Boards, Internet Boards, Development Agencies Administrative and Consultative Boards and the Commission of Fixing the Minimum Wage.

Digital governance

In Turkey, public institutions use social media to publish press releases, activity announcements, details about activities, photographs and videos, to give information about up-to-date and periodic services and applications, speeches, statements and programmes of the managers. In addition, some of the institutions answer citizens' questions about the services through those platforms, making social media as part of direct service delivery. Certain institutions, especially the local governments use social media effectively to identify the problems and improve services.

Social media activity is guided by Action No. 70 of the Information Society Strategy 2015-2018, which focuses on effective use of mobile technologies and social media in providing e-Government services. The policy states that, under the Strategy, mobile technologies and social media will be effectively utilised in providing e-Government services. To this end, a Guideline will be prepared to advise the public institutions, and priority services will be transferred to mobile environment within a programme and by considering the user demands, use of mobile services and social media will be regularly improved. The policy will be developed jointly by the Ministry of Transportation, Ministry of Maritime Affairs and Communication, TÜRKSAT (Satellite Communication Cable TV and Operation Joint Stock Co.)

The policy is justified on the grounds that mobile technologies have now become one of the important tools that allow easy access to e-government services due to their increase in use. In response, demand for e-government services is becoming widespread. Moreover, Turkey has experienced a significant increase in the use of social media. As of the publication of the Strategy, 96.2% of the Internet users in Turkey use social networks and the average time spent using those social networks in a month is 10.2 hours. Also, the public institutions are now using social media such as Facebook and Twitter more often.

However, those channels are not utilised sufficiently in the delivery of e-Government services. In the light of these developments, public institutions need to use social media tools more effectively to ensure participation contributes the creation of a democracy culture, to determine citizens' needs and to increase the adoption of user-oriented approach in service delivery.

As a result, the policy intends to:

- Prepare a Guideline to ensure that mobile technologies and social media are used more effectively in the delivery of public services, and to encourage public institutions in this regard.
- Identify potentially better ways to provide public services via mobile channels by conducting demand analysis and then prioritise.
- Transfer services to mobile media as part of a programme in line with the abovementioned Guideline and institutional information strategies of the institutions.
- Regularly review and improve services following the latest developments in mobile technologies and social media as well as the friendliness and frequency of usage of the provided services.

In addition to the above policies on social media, the Prime Ministry established a web-based "Anti-Red Tape Network" to reduce bureaucracy and red tape as well as

to increase citizen's satisfaction. The purpose of this Network is to convey the problems stemming from legislation and application in various policy areas such as environment, healthcare, education, and transportation to the official channels through the Prime Ministry and to remove those problems by making necessary amendments.

Last, as part of the e-Government Portal, a website was created to share information and documents among public institutions and to electronically provide public services for citizens. This service aims to provide public services in the easiest, most effective, high quality, fast, continuous and safe way for citizens. The e-Government Portal was designed to be easily accessed by the handicapped as well.

Innovative policy design for inclusive growth

Key initiatives

In a search for the best mix of policy instrument, the Turkish Government is adopting approaches to increase the effectiveness and success in many policy areas, including education, healthcare, transportation, energy, and the environment. Laws, which are considered as the main instrument to implement policies, are usually reflected in previous documents such as manifestos of political parties, government programmes, development plans, policy documents like council decisions and master plans of Ministries, international commitments (EU membership process, General Agreement on Tariffs and Trade and ILO agreement) and stability programmes. Thus, in Turkey, policies are announced to the public in advance so that public debates may ensure the maturation of policies.

Another significant policy tool in Turkey is budgeting. Considerable changes have also been made to the budgeting process, which allocates scarce resources to policy priorities. In Turkey, multi-annual budgets are used to allocate resources and used according to sectorial priorities. Final texts that transform public policies into action are deemed as budget laws.

In regards to joined up government, the Turkish Government created the e-Government Portal to provide electronic access to most public services. The work was carried out under the framework of the Information Society Strategy and Action Plan covering almost all public institutions and affiliated action plans. Several government institutions contributed to the important process of implementing the e-Government Portal, especially the Prime Ministry, Ministry of Development and Ministry of Finance, which compose the Centre of Government.

Public sector innovation

The Turkish Government does not have a dedicated public sector innovation strategy. However, the Higher Planning Council has adopted many of the innovative practices contained within the Information Society Strategy and Action Plan 2015-2018 and will seek to implement them in 2015-2018 time period. The main purposes of the Strategy is to

- Create a strong sector of information technologies.
- Build broadband infrastructures through sound sector structuring.
- Organise human resources in line with the needs of information society agenda.

- Increase the use of ICTs by different segments of the society and reduce inequalities.
- Ensure information security and user trust.
- Utilise innovative solutions assisted by ICTs in addressing various social problems.
- Create an ecosystem that will contribute to economic development in the field of Internet entrepreneurship and e-trade.
- Ensure a user-oriented approach and efficiency in the delivery of public services.

Improving the delivery of services for and with citizens

Key initiatives

In Turkey, there are ongoing works to ensure that public services are provided in a fast, high quality, simplified and low cost manner. In this regard, the Regulation on the Principles and Procedures concerning the Provision of Public Services has been adopted. This regulation introduces the principle of service delivery at the first level and at a location closest to the citizens. The regulation also ensures public services are to be delivered electronically. Public institutions formulate service standards and services are delivered in line with those standards. Moreover, the regulation decrease the time needed for communication as intra- and inter-institutional correspondences now have a time limit. According to the Regulation, "the authorities shall meet the requests for paper within 5 days; and the requests for information and opinions within 15 days." The regulation also states that "the authority can use additional time not exceeding 15 days for information and opinion correspondence."

In compliance with this regulation, the e-Government Portal turkiye.gov.tr has been put into service to deliver faster and more efficient public services through a single electronic access point. Because of this portal, it is now possible to access most of the public services at a single point and only through identity verification by password, e-signature, mobile signature, Turkish National Identity Card or online banking. The most common way to signing in is by e-government password which is given by PTT Centres. There are 26 857 021 registered users at the moment.[1] Another way is to use electronic signature or mobile signature. One can sign in by using his/her e-signature or mobile signature. The final way for verification is by benefiting from new Turkish Identity Cards provided that you have a specific card reader. Non-citizens can also benefit from the services offered through the e-Government Gateway; they have to apply to PTT Centres together with residence permit paper bearing their Foreigner number. To ensure that all users utilise the available technologies equally, e-Government Portal contains items which ensure easy access for the handicapped in terms of technique, design and content.

Within the scope of the 10th Development Plan Activating the Labour Market Programme, the Centre of Attraction Programme for Qualified Work Force and the Programme on Developing Basic and Professional Skills have been prepared. The aims of these programmes are to increase qualified and decent employment as a necessity of a competitive economy, decrease unemployment and increase labour productivity increasing labour market flexibility.

In addition, another goal of these programmes is to equip the labour force with basic skills, such as the ability to work with ICTs, foreign languages, financial literacy, problem solving, critical thinking, communication, leadership, career planning and job hunting, and artistic and sportive skills.

Regarding reforms to deliver inclusive public services, please see reforms explained in the engagement section.

The Turkish Government also notes that the recent reform initiatives have strengthened citizens' trust in government. According to World Gallup Poll in Government at a Glance 2015, trust in government in Turkey is high above the OECD average and Turkey is one of the leading countries in trust with 56% in 2014.

Gender balance

In Turkey, the Constitution clearly regulates the principle of equality. In addition, primary and secondary regulations contain various regulations to ensure gender balance. For example, Article 5 of the Labour Law No. 4857, entitled "the Principle of Equal Treatment," prohibits discrimination on grounds of language, religion, race, gender, political view, philosophical belief, religion and sect, etc. Furthermore, the provision a lower payment cannot be made for the same work because of gender. Moreover, the by-law on the minimum wage disregards the gender difference in determining the minimum wage.

Furthermore, the legislation contains provisions and implementations supporting positive actions in favour of women. The law provides women pension rights, rights during pregnancy, after childbirth and during the breast feeding period, and financial benefits for working mothers. In addition, 98 women were elected in the 2015, which increase the proportion of women in the legislature from 14% to 18%.

The Turkish Government has also implemented a number of reforms to help women. In the education field, Turkey implemented the Scholarship Services and Conditional Education Assistance programme to provide country-wide education aids to children from underprivileged families in an attempt to provide full access to education services. Moreover, the "Mothers and Daughters at School - Literacy Campaign" was initialised in 2008 to increase the literacy rate among women. The project aims to educate at least 3 million women. 2 590 446 women attended the literacy courses between 8 September 2008 - 8 September 2012, 2 139 981 of them received the certificate of literacy.

Regarding employment Services, various legal and institutional regulations have been put in place to strengthen the socio-economic positions of the women in Turkey, ensure equality of women and men in social life, reach the objectives of sustainable economic growth and social development, increase women employment and guarantee equal pay for equal work. Prime Ministry Circular "Increasing Women Employment and Ensuring Equality of Opportunity" No 2010/14 came into effect in 25 May 2010.

Within the scope of the first employment package, employer insurance premium for the newly-hired women and young people between 18 and 29 is to be covered gradually by the Unemployment Insurance Fund for five years. The goal of this programme is to increase employment among women and young people.

The second employment package renewed the incentive introduced with the Labour Law and the Law Amending Certain Laws No. 5763 for another year to promote youth and women employment. Moreover, in 2008 and 2009 the Short-Time Working Allowance – an important practice in protecting employment – was increased by 50% and its period of application was extended from three to six months. Other measures include providing premium support for additional employment in work-places and compensating employer's share in social insurance for additional workers for a period of six months.

In addition, the amendment introduced with the Law No. 6111 abolished a provision hindering the combined application of the insurance premium incentives for the employment of the young and the women in the Law No 4447 and the five point premium reduction. Moreover, the provision hindering the combined application of premium incentives for compensating the employer insurance premiums from the Fund for a period of six months and the five point premium reduction. Employer insurance premiums for the people employed in addition to the current insured personnel on condition that it changes according to the age, gender and the level of professional competency are to be compensated from the Fund for a minimum of 6 months and for 48 at most.

To provide better health services Turkey is implementing programmes within the framework of the National Strategic Action Plan for Sexual Healthcare and Reproductive Healthcare 2005-2015. This action plan will remain in force until the implementation of the "Reproductive Healthcare Strategy and Action Plan," drafted by the Ministry of Health. The Action Plan has been prepared in parallel with the Action Programme of the International Conference on Population and Development (ICPD). These programmes are:

- The 15-49 Woman Follow-up Programme: All women aged 15-49 will receive consultancy services and on-site training in reproductive behaviours, risk areas, identifying early pregnancies, family planning, and women's health. These consultations will be provided by the primary care health institutions at least twice a year and the results are reported to the Ministry of Health.
- The Pre-marital and Pre-pregnancy Consultancy Programme: The "2007 Pre-Marriage Consultancy and Sexual Healthcare Programmes" aim to stress the gender concept, increase the status of women in healthcare, decrease the number of early marriages, popularise the use of modern family planning methods and decrease the number of unplanned pregnancies, miscarriages and maternal mortality.
- The Prenatal Nursing Services Programme: This programme is one of the routine services provided to women and implemented countrywide to increase the health level of mothers and decrease maternal mortality. The "Prenatal Nursing Management Guidelines" provides a minimum of four monitor sessions for pregnant women with no risks. It also has protocols for risky pregnancy situations.
- Encouraging Men’s Participation in Reproductive Healthcare Services: Training programmes targeting privates in all military bases country-wide on reproductive organs, sexual healthcare, STDs, HIV/AIDS and social implications thereof, pregnancy, family planning, safe maternity, gender and domestic violence are carried out in co-operation with the Ministry of Health, Turkish Armed Forces

Health Command and UNFPA. Moreover, the family medicine practice appoints a family physician for each individual.

In addition to the health services support provided by the Ministry of Family and Social Policies General Directorate of Social Aids, Conditional Health Benefits aim to form a social security network to provide full access to healthcare services for the children of the underprivileged families of the population. Within the framework of the protocol signed with the Ministry of Health, ad-hoc Conditional Health and Pregnancy Benefits are provided for future mothers belonging to the underprivileged sections of the society.

Services for women subjected to violence are also provided by the State. In accordance with the Law to Protect Family and Prevent Violence Against Women No 6284 of 2012, Violence Prevention and Monitoring Centres (ŞÖNİM) were established as pilot projects in 14 cities. These centres employ expert personnel – preferably women – and provide support and monitoring services for the efficient implementation of protective and preventive measures against violence. These centres are open 24/7 as a single point service provider to provide efficient and fast services and aim to strengthen women's in economic, physiological, legal and social aspects. The number of ŞÖNİMs will increase based on the results of the pilots.

Strengthening accountability through better performance management and evaluation

Key initiatives

In Turkey, various departments responsible for monitoring and evaluation have been formed within the Ministry of Development with the goal of conducting better policy evaluations. This includes:

- The Department of Conjuncture Evaluation.
- The Department of Programme Monitoring and Evaluation and State Owned Enterprises affiliated to the General Directorate of Annual Programmes and Conjuncture Evaluation.
- The Department of Monitoring and Evaluation of Global Economic Developments affiliated to the General Directorate of Economic Models and Strategic Research.

These departments were established to conduct policy assessments and to form a more co-ordinated assessment system inside the government.

The By-Law on Procedure and Principles for Preparing Legislation ensures that the opinions of ministries and public institutions and agencies are received in the legislation drafting process. The Article 6 states that it is compulsory to receive the opinions of certain government bodies, such as the Ministry of Justice, Ministry of Finance, Court of Accounts, Ministry of Development, State Personnel Department and Ministry of EU when developing new policies. In addition, as described above, local administrations, universities, trade unions, professional organisations with public institution status and NGOs may provide opinions on the draft policy and the Ministry developing the policy must conduct a consultation before submitting the draft to the Prime Ministry.

On the topic of strengthening performance management, one of the reforms introduced is the introduction of strategic planning for public organisations. This approach aims to establish a management tool that is more responsible and accountable to the public by increasing the performance of public organisations. This is accomplished by linking strategic plans to the level of success in attaining the objectives. The goal is to focus on results, not on the objectives, and adopting a finance-based performance management approach instead of adopting politically-driven objectives.

In this regard, the Public Financial Management and Control Law No. 5018 was adopted in 2003 to re-organise the public financial management and control system in line with the international standards and EU practices. In addition, the Law sought to ensure effective, economic and efficient utilisation of public resources and to strengthen fiscal transparency and accountability. The Law introduces a performance-based budgeting approach. This budgeting approach:

- Aligns public resources with outputs and results public services.
- Forms budget decision-making mechanisms based on spending priority and performance information.
- Ensures the application of government priorities, which are stated in the high level policy papers.
- Implements a management and accountability approach based on the results of the public service.

Strategic plans, performance programmes, accountability reports and the budget prepared by public administrations are all governed by this system.

For performance targets and indicators, activities and resources are determined in the annual performance programmes which are prepared in line with the medium- and long-term goals and objectives in the strategic plans. To guide the development of performance programmes that link strategic plans and budgets, the Government enacted the "By-Law on the Performance Programmes to be prepared by the Public Administrations" in 2008. Furthermore, to guide public administrations in their preparation of performance programmes, the "Performance Programme Preparation Manual" was published by the Ministry of Finance.

In addition, to promote accountability, the "By-Law on the Accountability Reports to be Prepared by the Public Administrations" (2006), published by the Ministry of Finance, guides the development of accountability reports through which targets and priorities in the strategic plan, performance programmes and budgets are announced.

When developing regulations, annual performance programmes and accountability reports are submitted to relevant administrations and to the Turkish Grand National Assembly and shared with the public. Moreover, to inform the Public Administrations about performance-based budgeting, the Government developed training programmes on the preparation of performance programmes and accountability reports.

In addition, the “Performance Budget Module” was developed within the e-Budget system. The goal of this module is to establish the parameters and costs sheets of the performance programme and provide guidance to the Public

Administration in generating budget links and to collect and report data. Furthermore, in 2010, "Performance Monitoring and Assessment" was added to the abovementioned module to monitor, assess and report performance programmes.

The Ministry of Finance also prepared official correspondences related to performance programmes and accountability reports. The goal of these official reports was to share deficiencies and suggestions regarding the programmes and reports with the Public Administration. This was a result of various evaluations conducted regarding the performance management system and sought to harmonise the activities of the Public Administration.

Moreover, since 2012, the Government conducted studies of the performance management system to improve the structure of the budgeting model as well as the outputs and results associated with the budget. As a result, the Government created the "Draft Guide on the Programme Structure and Programme Rationale" to determine the principles and rules on developing programme structures and rationale. This draft has been shared with various Public Administration departments through individual meetings organised by the Ministry of Finance. Also, studies on the designing of programmes were conducted through the workshops organised. In 2017, the Central Government budget seeks to conduct a programme-based workshop.

According to Law on the Court of Accounts No. 6058, the Court of Accounts is provided the authority to oversee the performance management system. The Court has the duties of ensuring the Public Administration follows the prescribed methods and evaluate the plans and programmes (in the context of goals and objectives, activities and performance) prepared by the Public Administration. Performance audit has also been assigned to the Court as part of their mandate. Specifically, the following duties are supervision by the Court of Accounts:

- Strategic Plan: Ensuring the Public Administration follows the legal regulations and specified goals, objectives and indicators.
- Performance Programme: Ensuring the Public Administration follows the legal regulations and whether it has specified objectives and indicators compatible with the strategic plan.
- Activity Report: Ensuring the Public Administration follows the legal regulations and whether the performance information has been reported according to the objectives specified in the performance programme and, if not, explaining why the deviations occurred.
- Data Recording Systems of the Administration: Whether the data recording systems of the administration is sufficient and whether a risk is involved.

Identifying what works

For identifying what works, activity reports are prepared and published annually by the senior management and officials in charge of spending within the framework of the accountability principle. The activity reports include general information about the administration in question, the resources used during the term, budget targets and realisations and the reasons behind the deviations, financial information on the activities of the unions, institutions and agencies receiving aid from the administration, information about the activities carried out in line with the strategic plan and performance programme and data related to performance. Public

administrations and social security institutions within the central administration are responsible for submitting a copy of their administration activity reports to the Court of Accounts and the Ministry of Finance.

In addition, local administrations prepare activity reports, which are submitted to the Court of Accounts and the Ministry of Interior. The Ministry of Interior is responsible for preparing and publishing the local administrations general activity report, which is based on the above mentioned reports and includes the Ministry's evaluations.

At the central level, a copy of the report is submitted to the Court of Accounts and Ministry of Finance. The general activity report of the Ministry of Finance includes activity results of the Public Administration and social security institutions in the last fiscal year. This report also makes general evaluations on the financial structures of the local administrations. The Ministry of Finance publishes the general activity report and submits a copy to the Court of Accounts.

The Court of Accounts is responsible for submitting the central government activity reports, the general activity report of the local administrations and the respective evaluations of external audit to the Turkish Grand National Assembly. The National Assembly holds the Public Administration accountable regarding the acquisition and utilisation of public resources within the framework of these reports and evaluations. The senior administrator or his/her deputy must participate in these discussions with the Minister.

Programme experimentation

The Ministry of Development is the responsible body for steering, co-ordinating, monitoring and evaluating the plans, policies and strategies on the development of the country. The Ministry of Development drafts certain upper policy documents related to its duties. These documents include the development plan, the medium-term programme, the annual programme, the investment programme and the pre-accession economic programme.

The medium-term programme is a policy document that serves as a roadmap steering the public policies and resource allocation to realise the strategic targets defined in the development plans and increasing visibility in the public and private sectors.

Annual programmes are policy documents, defining the annual goals and the policies to reach them, which are prepared by the Ministry of Development in consultation with the related bodies consistent with the goals and policies adopted in the development plans. The assessment report is finalised by the Development Plan Monitoring and Steering Committee and submitted to the Council of Ministers. Moreover the investment, operation and sectorial activities of the bodies are monitored through periodic reports. These reports include:

- The Investment Performance Report
- The Operation Realisation Report
- Reports on the Support Purchases
- Reports on Funds and Accounts
- The Price Monitoring Report

- The Technical Co-operation Performance Report
- Sectorial Information Forms
- The Project Completion Report
- Information and Communication Technology Project Monitoring and Assessment Reports
- Technological Research Programmes and Projects Monitoring Reports

The investment programme shows the data on annual allowance allocated to the projects listed based on sector and organisation and their financing, the total amount of expenditure on the projects in the previous years, the cost of the projects, their implementation sites, characteristics, and timeframes. The investment projects of the investor public bodies are monitored via investment performance reports based on organisation, sector and project.

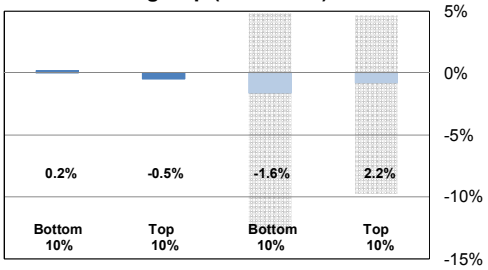
Note

1 As of March 2016.

United Kingdom

UNITED KINGDOM: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

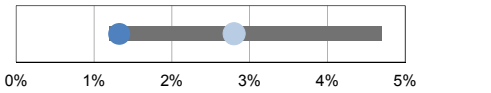
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

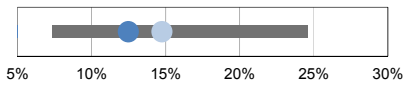
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background

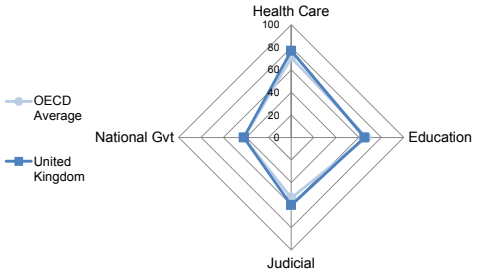


Source: OECD, PISA 2012 results: Excellence through equity, 2013

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

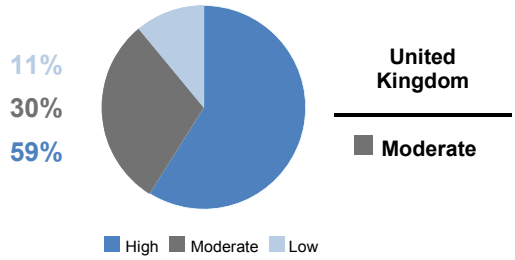
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

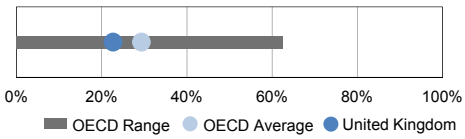
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

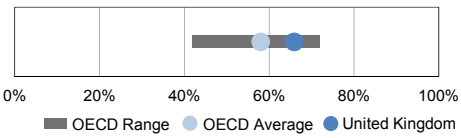
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

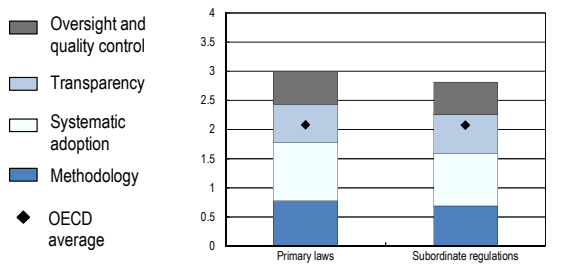
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

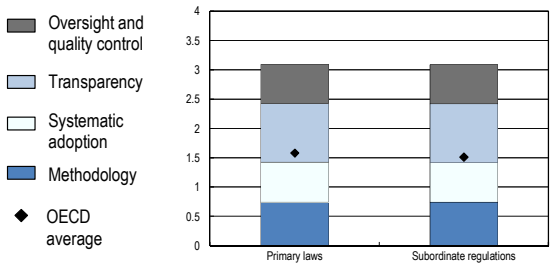
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

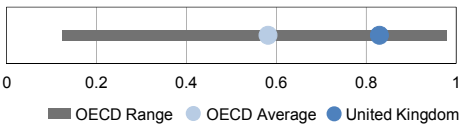
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

The Open Policy Making team in Cabinet Office was created to challenge the traditional culture of policy makers and help them adapt to meet the demands of a fast paced and increasingly digital world. The team had a remit to broaden the range of people the Government engages with and improve the quality of participation during the development and implementation of policy. It worked with departments across government to promote open and inclusive public engagement by:

- Promoting the use of digital techniques to find where experts and the public are already engaged on policy topics so we can incorporate their views.
- Experimenting with crowdsourcing platforms and other emerging technologies to engage with the public, fostering their ideas into the decision-making process.

The aim of the team, to make open policy making the default across government, was set out in the Civil Service Reform Plan. The team is now winding down having successfully embedded Open Policy Making in departments. For example the team produced detailed guidance on how to do Open Policy Making in a toolkit which is openly available on gov.uk and has had over 20 000 unique users. The Policy Lab in the Cabinet Office will continue the work of the Open Policy Making team by helping departments engage with the public and users in making government policy. It is currently running projects on co-creating policy with the public on areas including the future of ageing and online crime reporting.

The Government also recognises the importance of engaging young people in decision making. The Youth Policy team in the Cabinet Office supports the wider commitment of giving young people the power and opportunity to play a real part in their community. It promotes engagement and consultation at both national and local levels. It continues to support the British Youth Council through a grant agreement to deliver UK Youth Parliament and associated youth voice activities including the Make Your Mark ballot (the biggest annual ballot of youth views in the UK, which guides the debate topics for the Youth Parliament) and the Youth Select Committee (an annual inquiry into key issues which young people care about).

The Cabinet Office has also supported departments to engage with young people in their policy making, working with nine departments on specific projects. The Government intend to continue to identify opportunities for young people to engage with future policy development. The Youth Policy team contributed to the Youth Dialogue with Ministers held in October 2015 in Helsinki, which ensured that the voices of young people were heard at the OECD Ministerial meeting.

The UK Government also has a clear commitment to innovate in how they deliver public services, including by getting the voluntary sector more involved. There are a number of ways the Office for Civil Society in the Cabinet Office seeks to do this. First, the United Kingdom supports the voluntary sector to engage in public service markets by:

- Helping them to improve their commercial skills through building a campaign to encourage business to share skills and expertise with voluntary sector organisations.

- Building the organisational capacity of crucial medium-sized organisations so that they can adapt to changed market conditions, through the Local Sustainability Fund.
- Supporting the sector with innovative projects to address key public service challenges such as mobilising volunteers and social action e.g. the Reducing Winter Pressures Social Action Fund.

Furthermore, the Government works to improve the way the public sector buys services, including regulations and cultural practices, including:

- Supporting the effective implementation of the Social Value Act.
- Setting up the Commissioning Academy to enable public sector contracting authorities to learn from the example of the most successful commissioning organisations. It inspires and develops confidence in dealing with different suppliers including charities, social enterprises and SMEs.

As well, the UK Government believes that working in partnership with businesses is key to tackling some of the biggest policy challenges the United Kingdom faces. Through a central delivery team, the Cabinet Office facilitates open and effective dialogue with business - to help improve policy making, reduce the cost of delivering public services and support the growth of the UK economy.

Through this service, the Government has recently partnered with major employers to provide business insight into Government's Devolution Deal programme, facilitating roundtable events with industry representatives. Another example is a recent partnership with major employers to provide insight and feedback on the design of the Government's new 30 hours free childcare commitment. One mechanism for gathering insight from parents was through employer-led workshops with their staff. And in 2014 it helped facilitate the launch of Your Life - a government-supported and industry-led campaign which aims to increase the number of children taking up maths and physics GCSEs and A levels by 50%. A group of corporates are funding the multi-million pound campaign over a three year programme.

Opening up government data to citizens and encouraging data re-use is another way to involve citizens in the policy making process. The United Kingdom is a leading member of the Open Government Partnership and a Lead Steward of the International Open Data Charter. A commitment to getting high quality open data out of government and into the public's hands has been put into practice. Over 20 000 data sets have been published on the data.gov.uk portal since 2010, offering unprecedented transparency on government expenditure and activity.

Engaging through social media

The Open Policy Making team in Cabinet Office has helped other departments use technology to broaden their engagement. In 2015, the team worked with the Treasury on the Chancellor's Public Sector Efficiency Challenge. The Chancellor asked four million public sector workers for their ideas on efficiencies. The team used online survey tools to gather and sift the 22 000 ideas, which were submitted quickly and effectively. The ideas, and the Government's responses to them, were published.

Innovative policy design for inclusive growth

Key initiatives

In 2014, the UK Government established the Policy Lab to provide an experimental space for policy development, trialling new tools and techniques that have potential to improve policy making. The Lab brings together policy makers, external experts and citizens to collaborate and share experience when developing new policies. Its in-house expertise in digital, data and design are bringing new perspectives to policy making. The Lab's qualitative research methods include ethnography and user-centred design. Its approach, testing ideas in practice, helps break down the barriers between policy and delivery by prototyping services prior to wider roll-out. To date it has shared new tools and techniques with over 3 000 civil servants through practical sessions.

Policy Lab's main role is to showcase excellence, driving awareness and demand for new techniques across government by demonstrating their practical potential. Its approach reduces costs and improves service quality by designing services around the citizen's experience. One recent example of the type of work Policy Lab do has been to organise a number of "open ideas days" (also known as a policy jam) where citizens, business, experts and the public sector can come together to solve shared challenges. So far sessions have been run across three themes, including regional economic regeneration, exporting and reducing business regulation. These have included over 2 000 hours of idea development with hundreds of people across the country. The sessions have enabled the Policy Lab to trial different platforms for crowdsourcing ideas including Citizen Space and Made Open. These sessions have sought to open up policymaking to co-create better outcomes with stakeholders across the system.

Using joined up government

The UK Government has implemented many recent programmes that have required, and benefitted from, joined up government. As part of the Government's commitment to deliver three million apprenticeship starts by 2020, the Civil Service has developed a strategy for its own workforce. The Civil Service implemented a single apprenticeship target of a minimum of 2.3% of the Civil Service workforce in England as apprenticeships starts, from 1 January 2016. The scale of this will be more than 30 000 new apprenticeship starts over this Parliament. This puts the Civil Service in a leading role in the public sector as this is ahead of a legislative target for the public sector coming into force through the Enterprise Bill in Autumn 2016.

The strategy is being delivered through an overarching programme, led by the Cabinet Office, with departmental freedom to apply this based on their workforce strategy. The ambition will be met through a blended approach of retraining existing staff, converting new roles to apprenticeships, offering fixed term opportunities to those from lower socio-economic backgrounds, and integrating apprenticeships into the talent pipeline. Therefore the role of the centre of government has been to develop the strategy and the programme. This includes monitoring and assurance of the Civil Service contribution to the three million pledge. Through Civil Service Learning, Civil Service Resourcing and Civil Service Employee Policy, products and services are being developed to support departments in radically increasing their apprenticeship numbers. This includes the development of apprenticeships in

management and in digital, which will be on offer for existing staff and new starts. Incorporating apprenticeships into the Government workforce and capability plans represents an opportunity for a radical shift in our workforce strategy, which the centre of government is both driving and supporting.

Another top priority for the Government is to develop a strong central functional leadership model to develop expertise and embed it into the Civil Service. This leadership model will enable the Government to transform services and achieve significant efficiency savings for the taxpayer. In March 2015, the functional leadership model was launched bringing cross-cutting modern management to functions that can better be delivered across government, not within the silos of government departments. There are 10 cross-cutting functions: Commercial, Communications, Corporate Finance, Digital, Finance, HR, Internal Audit, Legal, Project Delivery and Property. To drive functional maturity, the centre of government is working with functions to:

- Develop operating models which are clear about the service offer to departments and how this will lead to greater efficiency savings - defining which activities are best delivered centrally or which closer to the business.
- Devise and execute strategies bringing together functional and departmental thinking to deliver bold programmes of work that fundamentally change the way the Civil Service operates.
- Establish clear minimum standards that are easily accessible and well understood by departments - so that the Government works consistently and knows when to call in the experts to help.
- Operate less bureaucratic/onerous, but still effective, controls systems which build on robust standards frameworks and clear delegations.

Another initiative is the Youth Engagement Fund (YEF), which is a GBP 16 million cross-government pilot fund set up to support young people aged 14 to 17 at risk of becoming NEET (not in education, employment or training). Six departments are involved in developing and funding the YEF, which focuses on improving employment prospects for disadvantaged young people by helping them to participate and succeed in education or training.

The YEF will work with over 8 000 young people at risk of becoming NEET and – with a lifetime cost of GBP 150 000 when somebody becomes NEET – the programme creates considerable savings. Just as important, however, is the model this is establishing for cross-government working on complex social issues. These issues are often held back by siloed spending, insufficient preventative spending, poor co-ordination between central and local, and limited replication of "what works". The YEF is testing a new approach to tackling each.

Addressing siloed spending, the YEF has direct financial contributions from the Department for Work and Pensions, Ministry of Justice and Cabinet Office. Pooling budgets can be difficult and time-consuming. The YEF gets around this by using an outcomes payments approach. Departments have agreed tariffs they are willing to pay to deliver certain outcomes and, broadly speaking, are contributing as much money as they benefit from each. The idea is that as departments only pay if their desired outcomes are achieved, it is easier for them to allocate money to the Fund.

Paying on the basis of outcomes frees providers to innovate around what works. To support this, the YEF has targeted social investors to provide upfront money to service providers and to take on their financial risk of delivery. Therefore, just the promise of a pooled budget has unlocked funding for preventative spending.

Furthermore, investors are motivated to find and record what works. This embeds clear evidence that the Government can then use to scale the interventions, getting round the problem that often more thought is given to the design of pilots than their evaluation.

Addressing the importance of co-ordination between central and local authorities, the Government recognises that interventions are only successful if they have local support and align with existing activities. The YEF ties in engagement from commissioners, such as Local Authorities, schools and police and Crime Commissioners as bids that have local contributions are more likely to receive central funding.

To enable this, the YEF has used new models of governance. This includes setting up a Senior Responsible Owner (SRO) level cross-departmental advisory board and a co-located joint team. Each department has also identified its unique skills – for example, commercial programmes, policy design, local stakeholder engagement – and is contributing that to the joint effort. If successful, the pilot should show a new approach to addressing complex social issues at scale.

Furthermore, the UK government has leveraged regulatory practices to foster a whole of government approach to policy design. The introduction of the One-in, Two-out rule in the last Parliament committed departments to introducing deregulation with twice the value of any new regulation they introduced. In the present Parliament, this has been upgraded to a One-in, Three-out rule so that departments are now expected to find savings worth three times as much. The Regulatory Policy Committee (RPC) continues to play a key role in supporting better regulation through assessing the analysis of the cost and benefits used in Impact Assessments, which must accompany regulatory and deregulatory proposals from departments.

During the last Parliament the Better Regulation Executive in the Department for Business, Innovation and Skills ran the cross-government Red Tape Challenge to scrap or improve regulations that were ineffective, unnecessary or obsolete. A series of Focus on Enforcement reviews were also undertaken in different sectors of the economy to identify areas where enforcement activity was unnecessarily hampering business and could be improved, reduced or done differently. The Government is now carrying out a rolling programme of "Cutting Red Tape" sector reviews to identify savings and burdens on business, building on both the Focus on Enforcement reviews and the Red Tape Challenge.

Through the various cross-Government deregulatory initiatives, the annual cost to business of regulation fell by over GBP 2 billion annually by the end of the last Parliament - GBP 10 billion overall. The Government now wants to cut a further GBP 10 billion of red tape through a deregulation target (the Business Impact Target), which will for the first time include regulator and enforcement activity.

Public sector innovation

The UK Government has a clear commitment to innovate in how they deliver public services, including by getting the voluntary sector more involved. One way the Government does this is by building the United Kingdom into the global hub for social investment, which is repayable capital to help social sector organisations increase their impact.

The Social Investment Team sits in the Cabinet Office at the heart of government and focuses on partnerships between government, civil society and industry and the role of investment in supporting growth and social innovation. Government initiatives in this area include the world's first social investment bank (Big Society Capital), the world's first social investment tax relief and actions to enable and encourage people to buy from social enterprises, such as the Social Value Act and the Buy Social campaign.

The United Kingdom also has more social impact bonds (SIBs) than the rest of the world put together. SIBs bring in private social investors to support social enterprises to deliver payment by results contracts. SIBs promise to encourage innovation in public services without the risk of paying for failure.

Strengthening the Civil Service to improve the delivery of services for citizens

Key initiatives

In the last five years, the UK Government has made significant progress in reforming the Civil Service in order to meet new challenges, including the creation of the Infrastructure and Projects Authority (which merged Infrastructure UK and the Major Projects Authority). The Authority has a clear and enforceable mandate from the Prime Minister to request, review and approve integrated assurance and approval plans for each major project or programme, to carry out assurance reviews and, where there is cause for concern or where deemed necessary, intervene in the delivery of the project. It also supports major infrastructure projects where there is capital investment from the public sector and aims to improve the economic infrastructure of the United Kingdom in sectors such as energy, transport, waste, flood, science, water and telecoms. The Authority regularly publishes data on how major projects are progressing and the names of the Senior Responsible Owners. This helps to ensure we have a better grip on major projects and are better placed to judge confidence in delivery, with a view to ensuring that more projects are delivered on time and to budget.

The Government Property Unit is revolutionising the use of property, reducing the size of the Civil Service Estate to 8.31 million square metres in April 2015, a reduction of 2.4 million square metres since 2010. During this period the amount of space per person has reduced by 20% and the total running costs of the estate have fallen by 28%. For 2014-15 reported property savings were GBP 842 million, saved through selling empty buildings and exiting expensive rentals in sought-after locations.

The Government is also using IT solutions to improve service delivery. The Government Digital Service is leading the world in making real the benefits to citizens offered by digital. By creating GOV.uk, the UK Government's award-winning website, and delivering 20 redesigned digital exemplar services for users, the

Government has generated GBP 1.7 billion of digital and technology efficiency savings.

The Government has also delivered a range of reforms to improve staff capabilities. To address these capability needs we have:

- Delivered the Major Project Leadership Academy (MPLA) in conjunction with Oxford University's Said Business School. 380 people have enrolled on the scheme, 205 of whom have graduated so far. Through this, as well as other activities, the Infrastructure and Projects Authority seeks to build and enhance project leadership capabilities, creating a world-class cadre of project professionals who are properly trained to lead and deliver the government's major projects.
- Launched the Commissioning Academy in 2012. The programme helps participants be more progressive in their outlook on how the public sector uses its resources to tackle the challenges facing public services.
- Launched the Digital and Technology Fast Stream in September 2014, developing the future digital and technology leaders of our organisation. The three-year scheme provides career paths and training linked to current and future digital and technology roles in government.
- Developed high quality leadership and change management learning interventions.

It is important that the Government is able to monitor and evaluate the success of new initiatives, as well as measure the performance of the Civil Service more generally. That is why the Government has been examining how they can measure the effectiveness of the Civil Service and benchmark their performance against other countries. The United Kingdom has been working with the OECD to help guide their "Civil Service effectiveness indicators" project and consider how best to measure what matters, and how the Government can learn from countries operating at the leading edge to improve the performance of the UK Civil Service.

Building a diverse civil service

The latest data published by the Office for National Statistics confirms that representation in the Civil Service of people with disabilities and ethnic minorities is at an historic high. At 54%, the representation of women also remains high. However, the Government recognises that there is more to do to ensure that the Civil Service is representative of modern Britain, particularly at the most senior grades.

The Talent Action Plan (TAP), first published in September 2014, refreshed in March 2015, then updated again in March 2016, contains proposals to ensure talented people are able to progress in the Civil Service, regardless of their background or any visible or non-visible differences. The Civil Service has made significant progress, laying down firm foundations to ensure that it becomes the most inclusive Civil Service in the world. But there is still more to do. TAP 2016 provided an assessment of progress to date and priorities for the year ahead. TAP 2016 also sets out the Civil Service's Social Mobility Plan, responding to the challenges identified in the Bridge Group report published earlier this year. This research has provided a springboard for an ambitious programme of work across the whole Civil Service. The Social Mobility Plan signals an ambition for the Civil Service to act as a leader, not simply

addressing its own challenges, but also, through collaboration with employers and organisations, encouraging others to take action to tackle inequality in their organisations.

TAP 2015 introduced an ambitious "Removing Barriers to Success" programme; an intensive two-year programme to support departments and agencies to implement the recommendations and to fully embed diversity and inclusion into their business processes. Initiatives include:

- All-male shortlists for senior recruitment and all-male selection panels are by exception only.
- All departments have nominated board-level diversity champions, with the power to drive change.
- All Permanent Secretaries and Directors-General will mentor one or more junior employees from an under-represented group.
- Action to provide women with more tailored support before, during and after maternity leave.
- Re-branding the Civil Service's employee website on GOV.uk to attract a more diverse pool of talent.
- Introducing an ambitious new talent programme, Accelerate, for diverse employees at Deputy Director and Director level to unblock the talent pipeline at this level and to give them the tools to reach the very senior grades, thereby increasing diversity at the very top of the Civil Service.
- Expanding the Positive Action Pathway programme, which supports people from black and minority ethnic backgrounds, women and staff with disabilities who demonstrate that, with some additional support, they could unlock their potential to perform at a higher grade. In 2015-16, the Government has increased the number of spaces to 1 000, and also opened up the Pathway programme to individuals who identify as Lesbian, Gay Bisexual and Transgender.
- Encouraging visibility of role models from diverse backgrounds to tell their stories and inspire others through mentoring others, Internet blogging and public speaking.
- Embedding diversity into the objectives of all Permanent Secretaries. These were published in September 2015.

The Social Mobility Plan, outlined in TAP 2016, sets out how the Civil Service will support people from lower socio-economic backgrounds. It focuses on what can be done within the Civil Service, but also how the Civil Service can use its unique position to propel the debate about social mobility across other employers and sectors, to ensure that socio-economic status is not a barrier to taking part or progressing in any walk of life. This builds on the research by the Bridge Group, which was published in February 2016 and is a first of its kind published by any employer in the United Kingdom. The Government commissioned the work to understand the barriers to entry to the Fast Stream faced by applicants from low socio-economic backgrounds to inform a new approach to social mobility in the Civil Service, ensuring that all talented individuals have the chance to progress, regardless of their background. The research found that while the Fast Stream has increased

diversity with respect to a number of protected characteristics such as race, gender and disability, it remained "deeply unrepresentative" of the lower socio-economic groups in our society – finding that only 4.4% of those who receive offers to the Fast Stream were from routine and manual backgrounds.

Measures in TAP 2016 to increase social mobility in the Civil Service and beyond include:

- Engaging with other employers to develop a national set of measures for determining socio-economic background which build on existing practices and the additional indicators that have been recommended by the Bridge Group for the Fast Stream. The Government will also collect data on the socio-economic background of people entering talent programmes and all apprenticeship recruitment.
- Reviewing the employee experience to integrate social mobility and inclusion principles into every aspect of the Civil Service Workforce Strategy.
- Undertaking a critical review: working with other employers over the next few months to develop a definition of "talent" and methods of identifying potential that have a clearer link to the strengths required to perform in the job, which can be shared with other organisations.
- Ensuring that social mobility is factored into the commitments on apprenticeships through developing success measures including measures on increasing diversity and social mobility through diversity goals and more targeted and strategic approaches to increasing representation through apprentices, by looking at processes such as recruitment, outreach, targeted marketing and location strategy.
- Building aspiration and promoting the Civil Service as an inclusive employer: through increasing the formal programme of civil servants doing schools mentoring to 14-16 year olds to 200 schools up to 2020; encouraging every civil servant to do at least one hour per year in schools outreach; increasing internships and work experience; offering work placements through movement to work scheme; and repositioning the Civil Service brand to make it more attractive to diverse audiences.
- Leadership: more visibility of senior leaders; promotion of personal stories on blogs and social media; encouraging the growth of staff networks on social mobility; and adding social mobility objectives into the diversity objectives for Permanent Secretaries from 2016-17.

In addition, TAP 2016 also highlights that the Government will implement all the Fast Stream recommendations from The Bridge Group report, through a two-year delivery programme which will deliver progress in the socio-economic diversity of our Fast Stream intake from 2017 onwards. Actions include:

- Implementing the Civil Service Commission approved plan to fast track interns to the Fast Stream assessment centre (the final stage of assessment before an offer of a place on the Fast Stream), subject to an appraisal of performance during the internship equivalent to the earlier testing stages in the main competition.
- Re-designing the Fast Stream selection process to shorten it from 18-31 weeks to no more than 12 weeks.

- Regionalising our assessment offer for the Fast Stream with plans to open an additional assessment centre site in Newcastle and multiple sites thereafter to 2020.
- Building on our use of strength based selection methods and exploring use of contextualised recruitment.

Affirming the core values of the civil service

Following clear evidence from staff surveys and external reports that leadership of the UK Civil Service needed to improve to effectively deliver public sector reform, a Civil Service Leadership Statement was created to define and affirm the key behaviours of all Civil Servants.

Thousands of civil servants contributed to the consultation phase of the policy and the Statement was launched in February 2015, following sign off from the Prime Minister. The Statement encompasses ten key bullet points, which define these behaviours, grouped around being inspiring about our work and its future; being confident in our engagement; and empowering our teams to deliver.

The Civil Service Board provided the mandate for the creation of the Statement, and were active sponsors during consultation and drafting. On launch, they were visible in engaging staff on the Statement through face to face events, digital blogs and driving implementation through their respective departments.

In the year since launch, an additional range of measures has been implemented to support leaders in meeting the expected behaviours set out in the Leadership Statement. This has included introduction of a single and robust 360-degree reporting mechanism, ensuring that leaders receive honest feedback from all they work with. Additionally a review of leadership training has commenced to ensure that high-quality training is available as needed. Reporting against the Leadership Statement has also been implemented as part of the staff survey to support measurement of success in embedding the Statement.

Gender balance

The Civil Service already benefits from a more diverse talent pool than many British employers. More than half of all civil servants are women, and more than a third of top Civil Service positions are held by women. This compares favourably with senior women in other organisations: for example female director representation in FTSE 100 companies was 20.7%[1] in 2014.

Female representation in the wider Senior Civil Service continues to increase - in EY's 2016 "Worldwide Index of Women as Public Sector Leaders", the UNITED KINGDOM came 4th in the OECD. There are currently 8 female permanent secretaries out of a total of 38 (21%), however 2 female permanent secretaries will leave at the end of the current financial year. This proportion is still much too low, and there is much more for the Civil Service to do to increase female representation at senior levels.

Proposals in the Talent Action Plan (described above) will enable the Government to continue the positive trends towards gender equality and address the causes of under-representation of women at senior levels in the Civil Service. Initiatives include:

- A new system of entitlement to Shared Parental Leave, which goes beyond statutory requirements. Civil servants across government, at all levels, have the option to split the six months' full pay usually offered to women for maternity leave. This will gives parents flexibility around how they share childcare responsibilities and ensures both parents can retain strong links with the labour market. The Government is also taking action to provide women with more tailored support before, during and after maternity leave.
- All-male shortlists for senior recruitment and all-male selection panels will only be allowed in exceptional circumstances.
- Increased support to women before, during and after maternity leave.
- Additional training is being given to all managers to remove "unconscious bias" from interviews, to ensure that the most talented are able to progress to leadership positions, regardless of who they are.

Trust in government

Trust in government in the United Kingdom has increased by six percentage points between 2007 and 2014,[2] to 42%. The United Kingdom also found that trust in Civil Servants has increased from 47% in 2011 to 59% in 2015,[3] the highest ever.

Strengthening accountability through better performance management and evaluation

Key initiatives

As part of the What Works initiative (described in detail below), which aims to improve the use of high quality evidence in decision making, the UK Government have launched a Cross-government Trial Advice Panel bringing together trialling experts from across government with 25 external academics. The Panel will advise civil servants on using robust experimental and quasi-experimental methods to evaluate government policies and services. Their work will help support civil servants to better understand whether their programmes and policies work and make best use of public money. This includes helping civil servants design and implement high-quality trials. The Panel was created after a 2012 Cabinet Office published paper Test, Learn, Adapt, which explained that Randomised Controlled Trials (RCTs) and other forms of controlled experiments used widely in medicine, international development and business could be used more extensively in public policy and operational delivery.

The Government has also implemented several programmes aimed at improving performance management in the Civil Service. At the start of this Parliament in May 2015, the Government determined that Departmental Business Plans would be replaced with a new planning and performance process, with two key elements: Implementation Task Forces and Single Departmental Plans.

Implementation Task Forces were established in June 2015 to tackle some key cross-departmental challenges, such as the supply of new housing, integration of health and social care, immigration and digital infrastructure. Membership of the task forces includes Ministers from relevant departments, who examine the barriers to delivery and take responsibility for clearing these to drive progress.

Single Departmental Plans are a new performance-monitoring framework for government. The plans are the way in which departments will manage their business and the centre of government will track progress against commitments. Departments have described their objectives for this Parliament and how they are fulfilling the commitments that the Government has made to the public with the resources they have been allocated. This information was published in February 2016 on gov.uk for all 17 departments. Departments will report against their objectives, including the manifesto commitments they lead on. This will improve the way in which government monitors progress and the public can track progress against key outcomes.

Identifying what works

What Works is a UK Government initiative, which aims to improve the use of high quality evidence in decision making through a network of independent What Works Centres. The What Works Vision is that when national and local decision-makers are designing, commissioning or delivering public services they will have high-quality evidence which suggests their chosen approach will work or they will use high quality methods to test whether it does work. The aim is for more public spending to be directed towards policies and programmes that are known to be cost-effective at achieving outcomes.

The UK What Works Network is currently made up of seven independent What Works Centres (plus two affiliate centres: What Works Scotland and Public Policy Institute for Wales) covering issues including health, crime reduction, education, local economic growth, early intervention, wellbeing and ageing. What Works Centres are fundamentally different from standard research centres. They are empowering a whole host of policy makers, commissioners and practitioners at both the local and national level, to make decisions based upon robust evidence of what works (and what doesn't), and deliver cost efficient, impactful services. For example, the Education Endowment Foundation provides advice to head teachers on impactful ways to spend over GBP 2 billion of discretionary funding. It is a genuinely world class institution with more than 100 large scale trials involving more than 4 900 schools. Findings from over 10 000 studies are distilled into a user-friendly toolkit that is used by 64% of school leaders. The Government think that there is an exciting opportunity for others to expand this What Works approach internationally to share lessons more widely on "what works".

In addition to working with the What Works Centres, the initiative drives government to do policy in a fundamentally different way: deliberately testing variations in approach, robustly evaluating, and cutting things that don't work.

The What Works concept was pushed forward partly on the back of the success of another Cabinet Office initiative – the creation of the Behavioural Insights Team (BIT) in 2010. BIT has a well-established methodology, built around two core themes. The first is to draw on new concepts and ideas from the behavioural sciences and to apply these to policy and the delivery of services. And the second is to run large scale randomised evaluations (in other words "experiments") that test the effectiveness of these ideas when put into practice. This enables BIT, and the many government departments that have their own behavioural insights units, to learn what is working (and to do more of this), but to also discover what's not working (and to do less of this).

BIT has, in collaboration with almost every UK government department, and increasingly governments around the world, run around 200 randomised evaluations, showing how improvements can be made to areas as diverse as tax collection, fine payments, welfare, health, international development and home affairs. For example, the work that BIT pioneered around encouraging people to pay their tax on time in the central government in the United Kingdom has now been replicated in Australia, Guatemala, Singapore and a host of English local authorities. But these trials have also indicated things that don't work: for example, a trial run to see whether expectant mothers could be prompted to join a quit smoking programme did not work and was therefore discontinued.

There are further examples of the United Kingdom translating successful pilots into policy legacies:

- First, through the Centre for Social Action, the Cabinet Office has invested in 215 pilots around using social action (volunteering and community action) to complement and support public services. The experimental approach involves evaluations at initiative and programme theme level, with around 15% of the budget devoted to this. The Centre has been helping the most impactful initiatives to scale and grow including through follow-on funding, support to become ready for social investment, and work with public service commissioners to build demand and enable uptake. In December 2015, The Cabinet Office announced a GBP 15 million investment in a new phase of the Centre for Social Action, helping to further spread and mainstream social action in UK public services and communities.
- Second, the government scaled up a variety of successful social venture support programmes. During 2012-2014, the Cabinet Office designed and implemented the GBP 10 million Investment and Contract Readiness Fund, which aimed to provide business support to social ventures which effectively enabled them to take on at least GBP 500 000 social investment or public sector contracts worth at least GBP 1 million. The programme was carefully evaluated and was found to have unlocked GBP 22 investment for every GBP 1 grant funding. The evaluation also showed particular design features that had led to the success of the programme and suggested continued long-term demand for this support.

More recently, the Cabinet Office ran the pilot GBP 10 million Social Incubator Fund, aimed at testing approaches to support social start-ups to get up and running. This funded 10 specialist social incubators, providing support to over 100 new businesses. This programme is currently being evaluated.

Finally, in 2015, Government provided a GBP 60 million endowment to Access: the Foundation for Social Investment to build on these lessons and grow capacity by building support for social ventures over the next 10 to 15 years. Access is independent and has a mission to fund capacity building programmes, share lessons and collaborate to grow understanding and effective support for social organisations looking to get ready to sustainably grow and increase their positive impact.

Notes

1 For more information, see: www.som.cranfield.ac.uk/som/dinamic-content/research/ftse/The%20Female%20FTSE%20Board%20Report%202014.pdf.

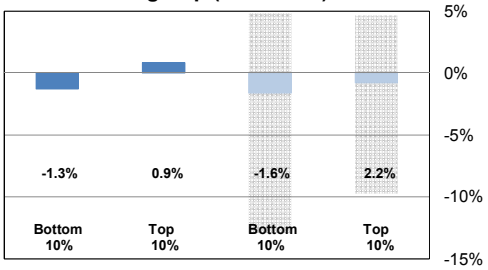
2 Government at a Glance 2015 (Chapter 11), OECD.

3 For more information, see: www.ipsos-mori.com/Assets/Docs/Polls/ipsos-mori-veracity-index-2015-charts.pdf.

United States

UNITED STATES: PUBLIC GOVERNANCE FOR INCLUSIVE GROWTH

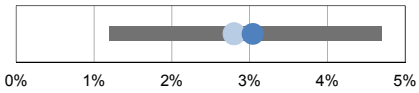
Changes in household disposable income, by income group (2007-2011)



Source: OECD Income Distribution Database

Access to healthcare (2012)

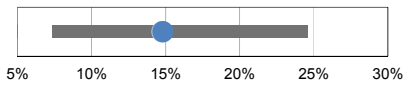
Out of pocket expenditures as a % of final household consumption



Source: OECD Health Statistics 2014

Equity in learning outcomes (2012)

PISA mathematics score variance by socio-economic background

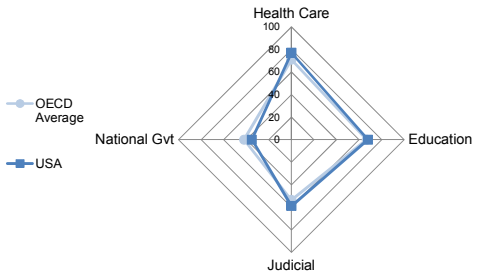


Source: OECD, PISA 2012 results: Excellence through equity, 2013

SATISFACTION WITH SERVICE DELIVERY

Satisfaction and confidence across public services (2014)

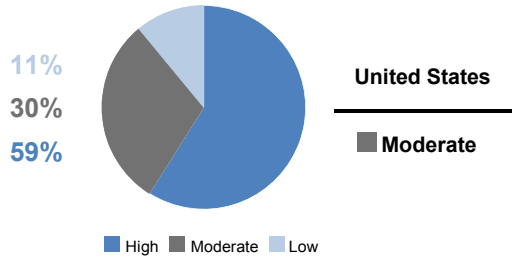
% of citizens expressing confidence/satisfaction



Source: Gallup World Poll

CO-ORDINATION IN POLICY DESIGN

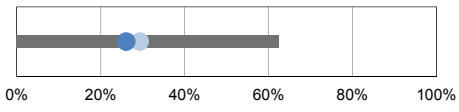
Level of influence of the Centre of Government over line ministries (2013)



Source: OECD 2013 Survey on Centre of Government

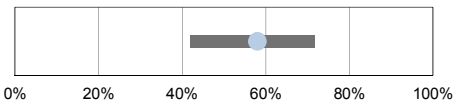
GENDER BALANCE

Share of women ministers (2015)



Source: Inter-Parliamentary Union Parline Database

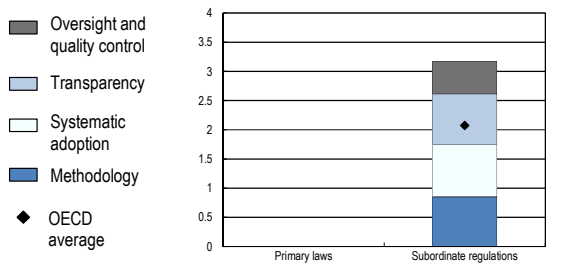
Public sector employment filled by women (2013)



Source: International Labour Organisation (database)

ENGAGING CITIZENS AND BUSINESSES

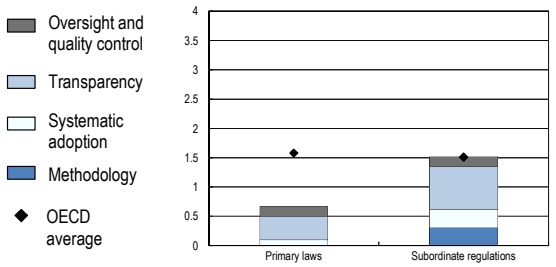
Stakeholder engagement for developing regulations



Source: OECD Regulatory Policy Outlook 2015

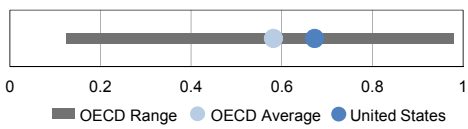
STRENGTHENING ACCOUNTABILITY

Ex post evaluation of regulations



Source: OECD Regulatory Policy Outlook 2015

OURdata composite index: open, useful, reusable government data



Source: 2014 OECD Survey on Open Government Data

The Excel spreadsheets used to create the tables and figures are available via StatLinks in the following publications:

OECD (2015), Government at a Glance 2015, OECD Publishing, Paris. http://www.oecd.org/gov/govataglance.htm

OECD (2015), OECD Regulatory Policy Outlook 2015, OECD Publishing, Paris. http://www.oecd.org/publications/oecd-regulatory-policy-outlook-2015-9789264238770-en.htm

The President has driven the federal government to use an approach that focuses on innovation and improvement, not just compliance. From the first days in office, he has asked agencies to develop clear goals that matter to citizens, ensures there are regular reviews of progress using data and evidence, and is transparent about progress to the public. The United States has provided some specific examples of ways this work is being carried out in agencies and how it is leading to measurable improvements in the way government operates.

Engaging with citizens and businesses for more inclusive policies and services

Key initiatives

Reshaping the way government engages with citizens and communities

Too often in the past, the Federal Government has taken a "one-size-fits-all" approach to working with local communities, ignoring the unique challenges and resources of each place.

Such an approach fails to fully leverage local knowledge and leadership in maximising the impact of Federal resources and Federal-local collaboration. Much of this approach became compliance-based, with a "check-the-box" implementation that valued process over results. Once the programme was created, innovation was stifled and the Government failed to take advantage of the experiments and lessons-learned from the early implementers. Addressing entrenched poverty or improving resilience in the face of climate change requires cross-sector solutions that bring together different agencies and different assets from local, State, Federal, public and private stakeholders. From day one, the President called on both his political and career leaders in the Federal Government to disrupt this outdated, top-down approach, and to think creatively about how to make our efforts more user-friendly and responsive to the ideas and concerns of local citizens while still working within the appropriate regulations and laws. This new approach is simple.

First, the Government partners with communities by seeking out their plans or vision. Second, the Government takes a one-government approach that crosses agency and programme silos to support communities in implementing their plans for improvement. Lastly, the Government focuses on what works, relying on evidence and using data to measure success and monitor progress, fostering communities of practice to share and build on local innovations. All of this is done in conjunction with agency public engagement offices, staffed with experts in facilitation, inclusion, communication and programme management.

As a result, the collaborative initiatives launched in the last six years have led to progress on numerous challenges facing America's communities. From sparking economic growth, to building ladders of opportunity, to combating climate change, initiatives such as Promise Zones, Investing in Manufacturing Communities Partnership, Partnership for Sustainable Communities, and Performance Partnership Pilots for Disconnected Youth (P3) have supported holistic responses to pressing issues. Today over 1 800 communities nationwide – including cities, towns, counties, and regions – are implementing place-based initiatives that support their integrated goals by busting through Federal silos to promote outcomes that draw on resources across agencies and rely on close co-ordination with local businesses, philanthropy, and Government.

The place-based approach also improves support for the innovative work happening in State and local government. For example, P3 gives State, local, and tribal governments an opportunity to test innovative new strategies to improve outcomes for disconnected youth ages 14 to 24, including youth who are low-income and in foster care, homeless, young parents, those involved in the justice system, unemployed, or who have dropped out, or are at risk of dropping out of school. A first round of nine pilots was launched in fall 2015. In 2016, P3 will expand to allow communities to take existing dollars that they already receive from seven different Federal agencies, propose better ways to improve outcomes for disconnected youth, and obtain flexibility from existing rules to move forward. In exchange for this flexibility, pilot communities agree to be accountable for concrete outcomes related to education, employment, and other key areas.

The Budget supports a fourth round of Performance Partnership Pilots that allows communities to draw on existing resources from across the Departments of Education, Labor, Health and Human Services (HHS), Justice, and Housing and Urban Development (HUD), as well as the Corporation for National and Community Service and the Institute for Museum and Library Services. Many place-based initiatives add capacity for and deepen community engagement. These initiatives draw on new tools and methods through partnerships with local civic technology groups, as well as technology and data resources provided by the Federal Government. They recognise that building local capacity is more effective when we use all the tools available to us and that open, high-value data help communities make data-driven decisions, engage residents in new ways, and build trust.

The 2017 Budget continues to institutionalise the Administration's place-based approach to co-ordinating programmes that help create jobs and opportunity, promote resilience and sustainability, and implement local visions in communities across the Nation. At the Federal level, the success of this approach relies on both the staff with the skills and mandate to directly partner with communities as well as programmes that provide direct funding and support to communities. In addition to investments in Federal staffing and training, the Budget supports key programmes such as Choice Neighborhoods at HUD and Promise Neighborhoods at the Department of Education, providing increased funding for distressed communities to plan and implement comprehensive and community-driven approaches.

Delivering world-class customer service

The Administration is continuing its efforts to improve the quality, timeliness, and effectiveness of Federal services through three major customer service initiatives. First, the customer service Community of Practice (COP) established in 2014 is developing standards, practices, and self-assessment tools for agencies to use on how to better serve the American people. For example, the COP has developed a draft assessment framework for programmes to use to identify strengths and weaknesses in their existing customer service that will be piloted in 2016.

Second, the Federal Customer Service Awards programme recognises individuals and teams who provide outstanding customer service directly to the American people and identifies effective practices that can be replicated within and across agencies. The inaugural awards, announced in December 2014 by the President and awarded in December 2015, exemplify how the Federal Government delivers excellent service to its customers - the public. For example, the BusinessUSA Veteran Entrepreneur

Initiative streamlined a complicated process to provide veterans with easier access to resources on how to start a new business. Since its launch, the Veteran Entrepreneur Initiative has served over 250 000 veterans and increased the number of first-time veteran users to the BusinessUSA website from 558 to 53 993 users. A second awardee, the Department of State consular team serving in Dhahran, Saudi Arabia, used social media, technology, and innovative strategies to deliver a range of consular services to US citizens without requiring a visit to the Consulate. This saved time and money for American citizens leading to high customer service ratings for the consular team.

Through a third customer service initiative, the Administration increased opportunities for the collection and use of customer feedback data, which are critical to helping the Government better respond to the needs of the public and improve overall service delivery. In August of 2015, GSA launched the pilot of FeedbackUSA, a simple tool that uses kiosks located in local Federal offices - such as passport offices and Social Security Administration (SSA) card centers - to allow customers to rate their experience. Customers can also provide more detailed feedback using the FeedbackUSA web portal. Federal agencies can use FeedbackUSA to solicit, aggregate, and analyse customer service transactional feedback in real time so that they can resolve issues and improve their services to the public. The pilot was launched in 27 Department of State passport processing centers and at 14 SSA card centers. The Transportation Security Administration is set to join in the spring of 2016.

FeedbackUSA has achieved high initial response rates and levels of satisfaction, and agencies are able to use the data collected to conduct meaningful analysis and take immediate action. Going forward, the Administration will continue to build and expand on this progress by improving the collection and use of customer feedback data across Government programmes that provide services to the public in order to make tangible improvements in customer interactions.

The Budget supports continued investments in improving the quality of service the public receives when they interact with their Government. For example, the Budget includes an increase of more than USD 100 million, or 8%, for IRS services to taxpayers, including for critical activities to improve and modernise its public-facing IT infrastructure. Although the 2016 Consolidated Appropriations Act reversed a five-year trend of irresponsible cuts to the IRS budget - which threatened the integrity of the tax system and resulted in unacceptable levels of taxpayer services - the IRS operating budget is still almost USD one billion below 2010 levels, even before accounting for inflation, and more resources are needed to achieve satisfactory levels of customer service.

The 2017 investments in the Budget would enable the IRS to provide taxpayers with the same level of online service as they have come to expect from their financial institutions, and would return IRS telephone service levels to acceptable levels, reducing the average wait time for taxpayers who call the IRS by half compared with 2015, and nearly doubling the share of callers that reach a live assister.

The Budget also supports the SSA's field operations and provides the funding necessary to reduce the disability hearing backlog, as well as ensure timely assistance to the public who call the SSA help line. SSA is continuing to improve on-line customer service with the addition of new services to the "my Social Security" portal including click-to-chat, secure messaging, and online Social Security replacement

cards. Each year, more than six million customers sign up for e-Services and SSA conducts 87 million transactions online. At the same time, the Budget provides funding to ensure that SSA can provide high-quality face-to-face and phone services to individuals who need or prefer them. SSA serves over 40 million customers in person at 1 200 field offices nationwide each year. According to the Foresee e-Government 2015 Report Card, five of the top 10 ranked Federal websites were SSA online customer service products.

Open policy making

Over the last year, the Administration's Office of the Federal Chief Information Officer (OFCIO) has used innovative digital platforms to invite the public to participate in the development of technology policies that affect the Federal government and the public. These platforms allow any interested member of the public to provide comments and suggested edits on draft policies. For example, the Federal Source Code Policy – designed to make taxpayer-funded software code available as open source software – received hundreds of comments and suggested line edits, viewable at sourcecode.cio.gov. Another example is the Office of Management and Budget's (OMB) Circular A-130, the government's governing document establishing policies for the management of Federal information resources, which received about 1 500 comments and edits at a130.cio.gov. On these platforms, a community of commenters can interact with each other in threaded discussions to suggest enhancements to the policy. In both of these examples, the policies were significantly strengthened based on feedback from the public. Additional examples include policies that require HTTPS encryption on government websites to protect citizen privacy,[1] establish a new common baseline for technology governance in government agencies,[2] and improving cybersecurity protections in Federal acquisitions.[3]

Innovative policy design for inclusive growth

Key initiatives

Modernising infrastructure permitting

Building a 21st Century infrastructure in a way that safeguards communities and the environment is a key component of the President's efforts to strengthen the economy and create new jobs. Over the last several years, the Administration has taken action to cut project review timelines for major infrastructure projects, while improving environmental and community outcomes. In 2016, the Administration will work aggressively to implement the permitting provisions included in the recently enacted Fixing America's Surface Transportation Act, many of which align with ongoing Administration efforts. Among other things, the law establishes a new interagency governance structure to oversee the timely processing of permits and reviews; enables agencies to recover reasonable costs for such activities; and standardises processes for resolving disputes.

Implemented effectively, these reforms will facilitate more efficient, effective, and timely Federal permitting decisions. Consistent with guidance issued from OMB and the Council for Environmental Quality in 2015, the law requires expanded use of an online dashboard to track major infrastructure projects under Federal review. Use of the Dashboard will improve agencies' communication with project sponsors,

enhance interagency co-ordination, and increase the transparency and accountability of the permitting process. Furthermore, the law outlines a comprehensive set of procedures that standardise Federal permitting and review processes for major infrastructure projects, such as requiring development of co-ordinated project plans to include a discussion of potential avoidance, minimisation, and mitigation strategies.

To this end, in November 2015, the President issued a memorandum to ensure that Federal mitigation policies are clear, work similarly across agencies, and are implemented consistently. By encouraging agencies to share and adopt a common set of best practices to mitigate harmful impacts to natural resources, the Federal Government can create a regulatory environment that allows us to build the economy faster and better while protecting healthy ecosystems that benefit this and future generations.

The Budget continues to invest in efforts to open up Government-generated assets, including data and the results of federally funded research and development (R&D) – such as intellectual property and scientific knowledge – to the public. Through these efforts, the Government empowers citizens and businesses to increase the return on our investment with innovation, job creation, and economic prosperity gained through their use of open Government data and research results. The use of this data and scientific knowledge has impacted the private sector, including fueling innovative start-up companies and creating American jobs, increasing the transparency of retirement plans, helping consumers uncover fraudulent charges on their credit card bills, assisting potential homebuyers in making informed housing decisions, and creating new life-changing technologies, such as leading-edge vaccines.

Opening data to spark innovation

The Administration continues to make progress toward its open data commitment and data governance. The data the Government collects has proven valuable well beyond the original purposes for which it was collected. For example, the US Census Bureau, which collects data from citizens and businesses through surveys and other voluntary means, continues to encourage community innovators to create web tools and mobile applications by connecting local and national public data in one location and hosting challenges for their use. These challenges have led to a host of civic solutions including an application that helps people with disabilities find facility accessibility scores, helping local leaders and entrepreneurs find free meeting spaces, and aiding food truck vendors find urban areas with the highest social media activity.

By the close of calendar year 2015, Data.gov featured over 188 000 datasets on topics such as education, public safety, health care, energy, and agriculture. To help assist agencies in their open data efforts and to support the Federal open data ecosystem, the Administration has built additional resources such as Project Open Data, which provides agencies with tools and best practices to make their data publicly available, and the Project Open Data Dashboard, which is used to provide the public a quarterly evaluation of agency open data progress. Eight Federal agencies co-hosted open data roundtables that connected agencies with the organisations that use their data to help identify high-value datasets and establish open data priorities.

More recently, the Administration launched "The Opportunity Project" to put data and tools in the hands of civic leaders, community organisations, and families to

help them navigate information about critical resources such as access to jobs, housing, transportation, schools, and other neighborhood amenities. This project released a unique package of Federal and local datasets in an easy-to-use format and accelerating a new way for the Federal government to collaborate with local leaders, technologists, and community members to use data and technology to tackle inequities and strengthen their communities.

One of the most valuable open-data projects is the new College Scorecard that helps students and parents identify which schools provide the best value, which included a variety of factors. Designed with input from those who will use it most, the Scorecard offers reliable data on factors important to prospective students, such as how much graduates earn, and how much debt they have when they graduate. In the United States, where a private, undergraduate colleges now cost close the USD 70 000 per year and some degrees can leave a student a half a million dollars in debt, having the open data will provide a fuller picture to students minus the college's marketing and reputation.

Fuelling the economy by bridging the barriers from lab-to-market

The Budget invests UDS 152 billion in Research and Development (R&D) across Government in 2017, as discussed above. The Federal Government's investment in R&D has produced extraordinary long-term economic impact over the decades, through the creation of new knowledge, new jobs, and new industries.

The Federal R&D enterprise will continue to support fundamental research that is motivated primarily by the interest in expanding the frontiers of human knowledge, and will continue to diffuse this knowledge through open data and publications. At the same time, there remains significant potential to increase the public's return on this investment through effective partnerships with academia, industry, and regional innovation networks. For example, the National Aeronautics and Space Administration has partnered with companies to make experimentation on the International Space Station more accessible to researchers, an approach that has played a significant role in jump-starting a new industry in very small satellites. In the case of the Department of Energy, industry partnerships can help broadly develop and deploy important next generation energy technologies and high-performance computers.

The Budget reflects the Administration's commitment to accelerating the transfer of the results of federally funded research to the commercial marketplace by prioritising funding for Lab-to-Market programmes at the National Institute of Standards and Technology (USD 8 million) and for National Science Foundation's (NSF) public-private Innovation Corps (I-Corps) programme (USD 30 million). Both of these programmes are developing tools and best practices that are invigorating efforts to commercialise the results of federally funded R&D. For example, the I-Corps programme at NSF has 10 agreements with other Federal agencies that are using its experiential entrepreneurial curriculum to train research scientists, graduate students, and other entrepreneurs in how to identify and mature discoveries ripe for commercialisation. In addition, I-Corps has a growing number of partnerships with non-Federal entities, such as with the State of Ohio. The Budget also provides USD 50 million in mandatory funding for a new competitive grant programme, building on the success of prior Economic Development Administration-led activities, to incentivise partnerships between Federal labs, academia, and regional economic

development organisations to enable the transfer of knowledge and technologies from labs to private industry for commercialisation. In addition, the Department of Energy is making the technologies and tools developed by its national labs more available to small businesses and entrepreneurs through innovative approaches designed to unlock

Improving the delivery of services for and with citizens

Key initiatives

In his December 2014 address to Federal Senior Executives, President Obama said,"[W]e need the best and brightest of the coming generations to serve. [T]hose of us who believe government can and must be a force for good…we've got to work hard to make sure that government works." Through the Management Agenda's focus on People and Culture, the Administration is committed to undertaking executive actions to attract and retain the best talent for the Federal workforce and foster a culture of excellence. The Budget supports efforts to strengthen the Senior Executive Service (SES) and improve employee engagement in order to fully capitalise on the talents in today's Federal workforce at all levels, and recruit and develop the talent needed to continue moving the Federal Government forward in the 21st Century.

White House Advisory Group

The White House Advisory Group on Senior Executive Service Reform, comprised of 24 leaders from across the Federal Government, was announced in December 2014 and charged with making recommendations for improving the way the Federal Government recruits, hires, develops, retains, manages, and holds accountable, top senior career leaders. The final reforms focus on three key areas:

1. Hiring the best talent.
2. Strengthening SES development.
3. Improving SES accountability, recognition, and rewards.

On December 15, 2015, the President signed an Executive Order titled "Strengthening the Senior Executive Service" that included reforms to improve the hiring and selection processes and increase rotations to broaden experience and succession planning. In addition, the President's Management Council formed a subcommittee to oversee the implementation, and the Office of Personnel Management (OPM) and Office of Management and Budget (OMB) will undertake a set of additional administrative actions.

The White House Leadership Development Fellows

Announced by the President in December 2014, the Administration launched the White House Leadership Development Programme. Through this programme, GS-15 (and equivalent) emerging leaders participate in rotational assignments to drive progress on CAP Goals and lead change across Departments and programmes. Agencies nominated dozens of their top-performing employees, who then were assessed by panels comprised of existing executives across Government. The initial class of 17 Fellows entered the programme in October 2015, and are now working on cross-agency priorities such as shared service centers, climate change, and human

capital. Participants in the programme will gain valuable experience by playing a key role in addressing critical management challenges facing the Federal Government and will build networks and best practices to bring back to their agencies. Many of the Fellows will be prepared to join the SES upon completing the programme.

Hiring Excellence

The Hiring Excellence Initiative of the People and Culture CAP Goal is designed to enable agencies to hire the best talent from all backgrounds. In 2015, the Administration worked with agencies to understand their hiring challenges through the annual FedStat process while deploying OPM policy experts to provide sessions to identify and solve agency-based policy barriers to successful Federal hiring. An interagency team consisting of OMB, the Presidential Personnel Office, and OPM also developed the Hiring Excellence Campaign, which will launch in calendar year 2016 as an educational outreach vehicle to enable agencies to attract highly qualified and diverse talent through engaged and empowered hiring managers, supported by highly skilled human resources staff. The team will also partner with the Office of the Federal CIO, DHS, and others on specific Cybersecurity Workforce initiatives as outlined in the 2015 Cybersecurity Implementation Plan.

Employee Engagement and Inclusion

In both the private and public sector, an employee's investment in the mission of their organisation is closely related to the organisation's overall performance. Engaged employees display greater dedication, persistence, and effort in their work, and better serve their customers - whether they are consumers or taxpayers. This makes employee engagement a critical performance measurement for Federal agencies. Starting in 2014, the Administration embarked on a campaign to improve employee engagement.

Each agency named a senior level official to be accountable for determining the best method for improving employee engagement within their specific organisational culture. A team from OMB and OPM routinely met with all 24 Chief Human Capital Officers Act agencies and hosted an ongoing series of conferences at the White House featuring the best practices within Government. OPM has worked with agencies in recent years to increase the number of components within agencies for which office-specific engagement results are available. Whereas only 1 687 components received results in 2011, more than 26 000 offices received results in 2015; notably first all members of the Senior Executive Service gained access to the data and now the public has limited access too. As a result of these efforts, after years of steady declines, for the first time in the history of the survey the 2015 Federal Employee Viewpoint Survey showed either improvement or holding steady on all questions.

Leveraging the diversity of our workforce also requires that the Government measures and improve the extent to which diversity and inclusion are supported in work units. To that end, and mirroring the aforementioned efforts to measure and target improvements in employee engagement, OPM developed an index based on 20 EVS items called the New Inclusion Quotient (New IQ) that represents each work unit's inclusive intelligence and provides feedback to executive leadership, programme managers, and supervisors on how well work units are leveraging the

unique experiences, perspectives, and viewpoints of their employees to improve programme delivery.

Digital Services Playbook

The American people expect to interact with government through digital channels such as websites, email, and mobile applications. By building digital services that meet their needs, the Government can make the delivery of our policy and programmes more effective. Today, too many of our digital services projects do not work well, are delivered late, or are over budget. To increase the success rate of these projects, the US Government needs a new approach. They created a playbook of 13 key "plays" drawn from successful practices from the private sector and government that, if followed together, will help government build effective digital services. Located at playbook.cio.gov, the US Digital Services Playbook assists civil servants in designing services to better meet the needs and expectations of citizens and other users.

Strengthening accountability through better performance management and evaluation

Key initiatives

Delivering a High-Performance Government

Building a government that works smarter, better, and more efficiently to deliver results for the American people is a cornerstone of this Administration. Since taking office, the President has challenged Federal leaders and managers to build a Government that is leaner, smarter, and more effective, while delivering the best results for the American taxpayer. The Administration has continued to shift the emphasis from simply publishing performance information to focus on increasing its use to inform decision-making and deliver greater impact for the American public. Looking to incorporate successful practices from both private and public organisations, the Administration designed its performance management framework to recognise the critical role senior leadership plays in driving agency results. In 2010, the Administration worked with the Congress to enact the Government Performance and Results (GPRA) Modernisation Act, incorporating performance management best practices while also ensuring reforms and lessons learned were institutionalised to ensure stability. The approach to delivering more effective and efficient Government rests on the following proven management practices:

- Engaging Leaders.
- Focusing on Clear Goals and Data-Driven Performance Reviews that Incorporate a Broad Range of Qualitative and Quantitative inputs.
- Expanding Impact through Strategic Planning and Strategic Reviews.
- Strengthening Agency Capabilities, Collaboration, and Knowledge.
- Communicating Performance Results Effectively.

Working in conjunction with agencies, the Administration continues to build upon and ingrain these proven management practices in the operations of the Federal Government.

Cross-Agency Priority Goals

The Administration uses the CAP Goals to overcome organisational barriers and achieve better performance than one agency can achieve on its own. Moreover, CAP Goals are a key mechanism by which the Government implements the four pillars of the President's Management Agenda–Effectiveness, Efficiency, Economic Growth, and People and Culture–with eight of the 15 CAP Goals being used to execute that agenda. Specifically, the eight management CAP Goals have been set to achieve some of the most pressing priorities within the Federal Government, including delivering world-class customer service to the American people, smarter IT, expanding shared services across Federal agencies, and modernising the Federal infrastructure permitting and review process for major infrastructure projects, to name a few. The remaining seven CAP Goals are focused on key mission areas for the Administration such as improving veterans' mental health and furthering the outcomes of STEM education programmes.

For each CAP Goal, Goal Leaders are identified, action plans are developed, and goal teams track performance and discuss results using quarterly data-driven reviews. Progress updates and results are published quarterly on Performance.gov. OMB, the Performance Improvement Council (PIC), and agencies have worked together to support progress on CAP Goals. The end of 2015 marks the half-way point in delivery of the CAP Goals, with real progress and successes being realised as agencies work together and break down silos.

Agency Priority Goals

Agency Priority Goals (APGs) are used to achieve an agency's near-term, implementation-focused priorities. Agencies establish Priority Goals every two years and use clearly identified Goal Leaders and Deputy Goal Leaders and quarterly metrics and milestones to manage progress. COOs lead quarterly data-driven performance reviews to overcome barriers and accelerate performance results. Progress on APGs is updated publicly on a quarterly basis with data and progress reported on *Performance.gov*. Agency leaders have set goals for improving access to capital to enhance job creation, reducing foodborne illness through targeted inspections, co-ordinating multiple agency services to reduce veteran homelessness, and reducing hospital acquired infections.

Fiscal Year (FY) 2016 marked both the end of the FY 2014-2015 APG cycle as well as the beginning of an updated round of APGs covering FY 2016-2017. At the start of FY 2016, major Federal agencies working in conjunction with OMB announced 99 APGs for the new two-year cycle covering FY 2016-2017. This is the fourth cohort of APGs of this Administration, and included the continuation of approximately sixty percent of the APGs from the FY 2014-2015 cohort. Progress to date on APGs is encouraging and leading to measurable improvements on the ground. Over 80% of APGs able to be assessed in the FY 2014-2015 cycle saw improved performance during the course of the goal period.

Expanding impact through Strategic Plans and Strategic Reviews

New agency strategic plans were published in February 2014 on Performance.gov and agency websites concurrent with the President's FY 2015 Budget. Agencies are now in the third year of these strategic plans, which serve to chart a course for long-term agency performance over a five-year time horizon, define agency missions,

long-term goals and objectives, and strategies planned for achieving these objectives. Outcomes are advanced by strategic objectives, which are supported by specific performance goals and indicators.

As part of their strategic plans, Federal agencies have identified more than 350 strategic objectives, reflecting the scope of each agency mission as well as the breadth of Federal activities and outcomes. To expand proven performance management practices further and ensure that agency strategic plans are being implemented and assessed, the Administration established annual strategic reviews. The strategic reviews provide a comprehensive framework at each agency to make informed strategic, budget, legislative, and management decisions based on evidence in alignment with the agency strategic plan. The annual assessments are expected to incorporate not only performance measures, but also evaluation results, challenges, risks, and external factors to inform the decision-making at the agency and OMB. Incentivising organisations to develop a culture focused on learning and improving performance, strategic reviews help leadership in identifying opportunities for reform proposals and executive actions.

To date, agencies have conducted two rounds of strategic reviews. The 2015 strategic reviews were intended to build upon the successes and gains made by agencies during the first round in 2014. OMB's approach reflects an embrace of a multi-year maturity model, recognising that effective reviews would take multiple years to establish as part of a planning and review process that adds value to agency's strategic and performance planning activities. As such, agencies are provided flexibility to tailor their reviews to the uniqueness of agency missions and capabilities. OMB has also encouraged agencies to use proven management principles for their implementation, such as leveraging existing business processes, engaging the appropriate stakeholders, and balancing a focus on learning from the reviews with a focus on accountability. Progress updates for each major agency's strategic objectives are available on Performance.gov, and also in annual agency Performance Reports.

Using Evidence and Evaluation to Drive Innovation and Outcomes

The President has made clear that policy decisions should be driven by evidence - evidence about what works and what does not, and evidence that identifies the greatest needs and opportunities to solve great challenges. The Administration is committed to living up to this principle through a broad-based set of activities to better integrate evidence and rigorous evaluation in budget, management, and policy decisions, including through:

1. Making better use of data already collected by government agencies.
2. Promoting the use of high-quality, low-cost evaluations and rapid, iterative experimentation in addition to larger evaluations examining long-term outcomes.
3. Adopting more evidence-based structures for grant programmes.
4. Strengthening agency evidence-building capacity and developing tools to better communicate what works.

During the past seven years, there has been growing momentum for evidence-based approaches at all levels of government, as well as among nonprofits, foundations, faith-based institutions, and community-based organisations. In

addition, Members of Congress from both parties, visionary governors and State legislatures, action-oriented mayors, and the non-profit and research communities are promoting greater use of data and research in policymaking and programme management.

All of these efforts embody the simple guiding principle that: "Where evidence is strong, we should act on it. Where evidence is suggestive, we should consider it. Where evidence is weak, we should build the knowledge to support better decisions in the future." To integrate this guiding principle in all aspects of government decision-making, it is essential that Federal agencies develop the capacity to credibly build and use evidence and implement a culture that supports doing so. Many agencies are making progress in doing so, for example through establishing evaluation policies that outline principles and practices for their work, by creating or strengthening centralised evaluation functions, and by setting up structures to make the results of evaluations more transparent and easy to interpret.

The Administration encourages agencies to generate more high quality evaluations, place greater attention on goal-setting and measuring performance through the implementation of the Government Performance and Results Modernisation Action of 2010, increase the use of existing "administrative" data for evidence building, and strengthen the capacity of statistical agencies to build objective and quality evidence. The Administration is committed to acting on available evidence and has proposed to invest in, scale up, or change a variety of programmes on the basis of strong evidence that they are effective. These proposals cover a broad range of policy areas including ending homelessness, improving employment outcomes, reducing crime and recidivism, and reducing global poverty and improving global health.

Innovation and programmeme piloting

The Administration has also introduced a number of grant programme innovations that embed evidence more fundamentally into their structures. Among the most notable advances in this area are "tiered-evidence" or "innovation fund" grant designs that focus resources on practices with strong evidence while also promoting innovation and further evaluation. The Administration has adopted "tiered evidence" grant programmes in multiple areas, such as K-12 education interventions, teenage pregnancy prevention, social innovations for communities, voluntary home visitations for parents, and international assistance efforts.

The Administration is also promoting the Pay for Success financing model in a wide range of programmes, including for workforce, education, recidivism, housing, and environmental interventions. Pay for Success financing leverages philanthropic and private dollars to fund preventive services and other interventions, which are provided by nonprofits and other non-governmental entities up front, with the Government paying only after the interventions generate sufficient measurable results. Since as early as 2012, agencies including the Departments of Education (ED), Housing and Urban Development (HUD), Justice (DOJ), and Labor (DOL) as well as the Corporation for National and Community Service (CNCS) have been working to implement Pay for Success. So far, Federal agencies have made awards supporting roughly 50 efforts, and still more agencies continue to explore possible applications of this model.

In addition, the Administration created Performance Partnership Pilots for Disconnected Youth that allow States, tribes, and localities to blend funding from various programmes and receive waivers under multiple youth-serving programmes in order to improve education, employment, and other key outcomes and build evidence about more effective ways to help vulnerable youth. In FY 2015, a consortium of six agencies awarded the first cohort of nine pilots to give State, local and tribal communities customised flexibility to make a difference in the lives of local youth. Each pilot is conducting a site-specific evaluation of local outcomes, and the Department of Labor is leading an evaluation to look at cross-site implementation of the initiative overall. In FY 2016, the interagency consortium has grown to include HUD alongside ED, DOL, DOJ, the Department of Health and Human Services (HHS), CNCS, and the Institute for Museum and Library Services. In the coming year, this consortium expects to select up to 20 new pilots under two competitions.

Identifying what works

At the same time, the Administration has pursued innovative approaches to improve federal capacity to identify more effective strategies. For example, the Administration established the Social and Behavioral Sciences Team (SBST) – a cross-agency group of experts in applied behavioral science – to help agencies translate findings and methods from the social and behavioral sciences into improvements in Federal policies and programmes. Due to SBST projects, more military service members are saving for retirement, more students are going to college and better managing their student loans, more Veterans are taking advantage of education and career counseling benefits, more small farms are gaining access to credit, and more families are securing health insurance coverage. One common component of SBST's work is making better use of the administrative data that government already collects in order to learn which approaches work best.

The Administration encourages all Federal agencies to make better use of these data to identify effective practices, facilitate day-to-day performance measurement, and inform the public about how society and the economy are faring. As discussed in the "Building Evidence with Administrative Data" chapter in the 2016 Analytical Perspectives volume, the ability to access and make better use of these data – while protecting privacy and confidentiality – has played a pivotal role in a range of policy areas, including some of the most innovative grant reforms and increased accountability and transparency across a range of programmes. For example, multiple studies on student aid simplification showed the feasibility and importance of simplifying the Free Application for Federal Student Aid (FAFSA), using Federal administrative records as well as survey data. This research influenced the steps the Administration has already taken to simplify the FAFSA and motivated both Administration and Congressional proposals to make further legislative progress.

Notes

1 For more information, see: https://https.cio.gov.

2 For more information, see: https://management.cio.gov.

3 For more information, see: https://policy.cio.gov.

Annex A.

Questionnaire

Session 1. Engaging with citizens and businesses for more inclusive policies and services

1. What reforms have recently been developed in your country to better listen to citizens and businesses and to foster participatory decision making?
2. Please briefly describe key reform initiatives (and their results) when developing policies and improving public services to deliver inclusive outcomes through:
   - Engaging citizens and the voluntary sector in the co-production of public services and/or in the improvement of service quality.
   - Partnering with the private sector.
   - Fostering inclusiveness through integrating different gender, cultural and socio-economic groups.
   - Actively engaging with citizens on social media and other ICT enablers.
3. Please provide recent examples of how your country involves citizens and service users in the design, delivery and evaluation of public services, including the use of ICTs and social media. What were the main benefits for the citizens and for government?

Session 2. Innovative policy design for inclusive growth

1. Please describe how recent or major policy initiatives were supported by a search for the best mix of instruments for effective policies, including budgets, regulations and other alternative tools? Did the choice and policy design approach matter for the success of policy implementation?
2. Please share any recent initiative that benefitted or required joined up government? (recent is understood as within the past 24-36 months). What is the role of your Centre of Government in these key initiatives?
3. Has your country leveraged regulatory practices to foster a whole-of-government approach?
4. What experience has your country had with innovative practices to help think outside the box? Does your government have a public sector innovation strategy?

Session 3. Improving the delivery of services for and with citizens

1. What recent or ongoing reform initiatives have been developed to strengthen the civil service in your country, increasing efficiency and helping to meet the needs and challenges of changing societies and economies? How were the needs for new skills needs addressed?
2. Has your country recently developed reforms to build a more diverse and inclusive civil service?
3. Have these initiatives had any impact on building trust in government?
4. What are the recent policy initiatives undertaken to reaffirm the core values of the public sector in your country? What is the role of the senior executive service in that context? What are the challenges for implementation and what has been the impact?
5. What are the major recent reforms to address the gender balance in your civil service?

Session 4. Strengthening accountability through better performance management and evaluation

1. What reform initiatives have recently been developed to improve policy evaluation and develop a more co-ordinated government-wide evaluation system?
2. What are the recent reform initiatives to strengthen performance management in your country? What have been the results?
3. What efforts, if any, has your country made to identify what works and what does not, to benefit from success as well as from failure, and to share lessons and move forward? How are the results communicated?
4. Does your country have experience with policy and programme experimentation or piloting (i.e. scaling up on what works and scaling back on what does not)?

Annex B.

Methodology for country fact sheets

In order to accurately interpret the data included as an introduction to each country profile, readers need to be familiar with the following methodological considerations. The standard format for the presentation of the indicators is on one-page and are broadly organised around the themes of inclusive growth. Each indicator also includes an OECD average for additional comparability. Most indicators also include an OECD range to display to readers the high and low bounds for each indicator.

Data sources and features

All indicators, described in more detail below, are sourced from two flagship OECD publications. First, *Government at a Glance 2015* is a biennial publication that provides internationally comparative data on government activities and their results in OECD countries and, where possible, in other partner countries such as Brazil, China, Colombia, India, Indonesia, Latvia, the Russian Federation, South Africa and Ukraine. Each indicator in the publication is presented in a user-friendly format, consisting of graphs and/or charts illustrating variations across countries and over time, brief descriptive analyses highlighting the major findings conveyed by the data, and a methodological section on the definition of the indicator and any limitations in data comparability.

Second, the *2015 OECD Regulatory Policy Outlook* presents the results of the *2015 Indicators of Regulatory Policy and Governance (iREG)*. The iREG indicators present up-to-date evidence of OECD member countries regulatory policy and governance practices advocated in the *2012 OECD Recommendation of the Council on Regulatory Policy and Governance*. The data covers in detail three principles of the *2012 Recommendation*: stakeholder engagement, Regulatory Impact Assessment (RIA) and *ex post* evaluation. For each of these areas, the indicators present information in four categories: 1) Systematic adoption records formal requirements and how often these requirements are conducted in practice; 2) Methodology gathers information on the methods used in each area, e.g. the type of impacts assessed or how frequently different forms of consultation are used; 3) Oversight and quality control records the role of oversight bodies and publically available evaluations; and 4) Transparency records information that relates to the principles of open government, e.g. whether government decisions are made publically available.

The indicators are based on responses to the 2014 Regulatory Indicators survey, provided by delegates to the OECD Regulatory Policy Committee (RPC) and central government officials. They present information as of 31 December 2014 from all 34 OECD member countries and the European Commission.

Further information on the indicator design and methodology, as well as the full list of survey questions covered by the indicators are available in: Christiane Arndt, Antonia Custance Baker, Tobias Querbach and Rebecca Schultz (2015), *2015 Indicators of Regulatory Policy and Governance: Design, Methodology and Key Results*, OECD Regulatory Policy Working Papers, No. 1, OECD Publishing, Paris.

Changes in household disposable income, by income group (2007-2011)

Household disposable income is the total market income received by all household members; gross earning, self-employment income, capital income plus the current transfers they receive less the taxes and social security contributions they pay. It is adjusted for differences in the needs of households of different sizes with an equivalence scale that divides household income by the square root of the household size. It does not take into account in-kind transfers. The data have been drawn from the OECD Income Distribution Database (IDD) based on national sources (household surveys and administrative records) and on common definitions, classifications and data treatments. The method of data collection used for the OECD IDD aims to maximise internationally comparability as well as intertemporal consistency of data. This is achieved by a common set of protocols and statistical conventions to derive comparable estimates.

Figure notes: Data for Belgium are 2010 rather than 2011. Data for Australia and The Netherlands are 2012 rather than 2011. Data for Japan are 2009 rather than 2011. Data for Austria are 2011 rather than 2010. Data for Finland, Hungary, Korea, Mexico and the United States are 2012 rather than 2011. There is a break in the series in 2011 for the United Kingdom, and results are not strictly comparable. 2011 data for Ireland and the United Kingdom are provisional.

Information on data for Israel: http://dx.doi.org/10.1787/888932315602.

Access to health care (2012)

This indicator measures the out-of-pocket (OOP) medical expenditures as a share of final household consumption. OOP payments are borne directly by a patient where neither public nor private insurance covers the full cost of the health good or service. They include cost-sharing and other expenditures paid directly by private households, and also include estimations of informal payments to health care providers in some countries. Only expenditure for medical spending (i.e. current health spending less expenditure for the health part of long-term care) is presented here.

Figure notes: Data for Australia, Canada, Japan, New Zealand, Norway and Portugal are for 2011 rather than 2012. Data for Israel are for 2010 rather than 2012.

Information on data for Israel: http://dx.doi.org/10.1787/888932315602.

Equity in learning outcomes (2012)

This indicator presents the 2012 Programme for International Student Assessment (PISA) mathematics score variance explained by socio-economic background. PISA assesses the competencies of 15-year-olds in reading, mathematics and science (with a focus on mathematics) in 65 countries and economies every three years.

Information on data for Israel: http://dx.doi.org/10.1787/888932315602.

Satisfaction and confidence across public services (2014)

Data were collected by Gallup World Poll, generally based on a representative sample of 1 000 citizens in each country. More information about this survey is available at: www.gallup.com/home.aspx. Data on the level of satisfaction with health care refer to the percentage of people who answered "satisfied" to the question: "In the city or area where you live, are you satisfied or dissatisfied with the availability of quality health care?" For education, data refer to the percentage of people who answered "satisfied" to the question: "In the city or area where you live, are you satisfied or dissatisfied with the educational system or the schools?" For justice, data refer to the percentage of people who answered "Yes" to the question: "In this country, do you have confidence in each of the following, or not? How about the judicial system and courts?" For national government, data refers to the percentage of people who answered "Yes" the question: "In this country, do you have confidence in each of the following, or not? How about national government?"

Figure notes (health care, education and justice): Data for Australia, Canada, Chile, Hungary, Japan, Korea and Latvia are for 2013 rather than 2014.

Figure notes (national government): Data for Chile and Hungary are for 2013 rather than 2014.

Information on data for Israel: http://dx.doi.org/10.1787/888932315602.

Level of influence of the Centre of Government over line ministries (2013)

Data were collected through the 2013 OECD Survey on the Organisation and Functions of the Centre of Government (33 countries, of which 28 OECD countries and 5 non-members, and the European Commission, responded). Respondents were senior officials who provide direct support and advice to heads of government and the council of ministers, or cabinet and provided information for the period 2008-12.

Centre of government (CoG) refers to the administrative structure that serves the Executive (president or prime minister, and the cabinet collectively). The centre of government has a great variety of names across countries, such as General Secretariat, Cabinet Office, Chancellery, Office/Ministry of the Presidency, Council of Ministers Office, etc. In many countries the CoG is made up of more than one unit, fulfilling different functions. A unit that is shared by virtually all CoGs is the unit that serves specifically the head of the government, but not the CoG collectively. This too has a variety of names, such as the Cabinet of the Prime Minister or the Private Office.

Figure notes: Data for Greece, Ireland, Luxembourg, Mexico, Poland and Sweden are not available. Only data from OECD countries were included in the figures.

Information on data for Israel: http://dx.doi.org/10.1787/888932315602.

Share of women ministers (2015)

Data on women ministers were obtained from the Inter Parliamentary Union's "Women in Politics" database. Data represent the percentage of appointed women ministers as of 1 February 2015. Data show women as a share of total ministers, including deputy prime ministers and ministers. Prime ministers/heads of government were also included when they held ministerial portfolios. Vice-presidents and heads of governmental or public agencies have not been included in the total.

Figure notes: Data from Canada was provided by the Government of Canada, whereby the number of women ministers became 50% on 4 November 2015.

Information on data for Israel: http://dx.doi.org/10.1787/888932315602.

Public sector employment filled by women (2013)

Data were collected by the International Labour Organization (ILO), ILOSTAT (database). Public sector employment covers all employment of general government sector as defined in the System of National Accounts (SNA) plus employment of public corporations. The general government sector comprises all levels of government (central, state, local and social security funds) and includes core ministries, agencies, departments and non-profit institutions that are controlled by public authorities. Public corporations are legal units producing goods or services for the market and which are controlled and/or owned by government units. Public corporations also include quasi-corporations. Data represent the total number of persons employed directly by those institutions, without regard for the particular type of employment contract. Total employment comprises all persons of working age who, during a specified brief period, such as one week or one day, were in the following categories: paid employment or self-employment. For purposes of international comparability, the working age population is commonly defined as persons aged 15 years and older, although this might vary in some countries.

Figure notes: Data for Austria, Finland, Ireland, Israel, Korea, the Netherlands, Portugal, Turkey and the United States are not available. Data for Australia and Sweden are not included in the OECD average due to missing time series. Data for New Zealand are expressed in full-time equivalents (FTEs). Data for Australia, Greece, Hungary and Slovenia are for 2012 rather than 2013. Data Luxembourg and New Zealand are for 2011 rather than 2013. Data for Germany were provided by the German Federal Statistical Office. Data for Israel was provided by the Israeli Central Bureau of Statistics. The Bureau defines public sector as including only employees of government ministries ("civil service") and of governmental hospitals. It does not include, for example, employees of public universities, teachers, local authorities, government companies and the national security system (except for the employees of the Ministry of Defence that are included). Data for Iceland was provided by the Statistical Business Register of Statistical Iceland, who defines public sector employment as general government sector in line with the European System of National and Regional Accounts (ESA, 2010).

Stakeholder engagement for developing regulations

The indicator presents information in four categories: 1) *Systematic adoption* investigates if there are formal requirements for stakeholder engagement and to what extent stakeholders are engaged in practice both in the early and in the later stages of the regulation-making process; 2) *Methodology* looks at methods and tools used for stakeholder engagement, including minimum periods for consultations and the use of interactive websites and social media tools, and examines the existence of guidance documents for stakeholder engagement; 3) *Transparency* looks at the extent to which the processes of stakeholder engagement are made open to the widest spectrum of stakeholders and how and if stakeholders' views and comments are taken into account; 4) *Oversight and quality control* measures whether there are mechanisms in place to externally control the quality of stakeholder engagement practices, to

monitor stakeholder engagement and whether evaluations are made publicly available.

The indicator covers practices in place at the national level that apply to all policy areas. The data focuses on the processes of developing regulations (both primary laws and subordinate regulations) that are carried out by the executive branch of the national government. Primary laws are regulations which must be approved by the legislature, while subordinate regulations can be approved by the head of government, by an individual minister or by the cabinet. The indicator for primary laws is not applicable to the United States as the US executive does not initiate primary laws at all.

The indicators are based on responses to the 2014 Regulatory Indicators survey, provided by delegates to the OECD Regulatory Policy Committee (RPC) and central government officials. They present information as of 31 December 2014 from all 34 OECD member countries and the European Commission.

Information on data for Israel: http://dx.doi.org/10.1787/888932315602.

Ex post evaluation of regulations

The indicator presents information in four categories: 1) *Systematic adoption* investigates if there are formal requirements which include the consideration of proportionality, institutional arrangements and different types of *ex post* evaluations; 2) *Methodology* shows what assessments are used in conducting *ex post* evaluation such as cost benefit analysis, achievement of goals, legal consistency and whether there is guidance established for implementing the methodology; 3) *Oversight and quality control* measures whether there are the functions in place to monitor *ex post* evaluation and whether evaluations made publicly available; and 4) *Transparency* looks at the extent to which the processes for conducting *ex post* evaluation are open and stakeholders can engage in the process.

The indicator covers practices in place at the national level that apply to all policy areas. The data covers all national regulations regardless of whether they were initiated by parliament or the executive. Primary laws are regulations which must be approved by the legislature, while subordinate regulations can be approved by the head of government, by an individual minister or by the cabinet.

The indicators are based on responses to the 2014 Regulatory Indicators survey, provided by delegates to the OECD Regulatory Policy Committee (RPC) and central government officials. They present information as of 31 December 2014 from all 34 OECD member countries and the European Commission.

Information on data for Israel: http://dx.doi.org/10.1787/888932315602.

OURdata composite index: open, useful and reusable government data

The data come from the 2014 OECD Survey on Open Government Data. Survey respondents were predominantly chief information officers in OECD countries and two candidate countries (Colombia and Latvia). Responses represent countries' own assessments of current practices and procedures regarding open government data. Data refer only to central/federal governments and exclude open government data practices at the state/local levels.

The composite index is based on the G8 Open Data Charter principles and on the methodology described in OECD work (Ubaldi, 2013). The OECD pilot index on Open Government Data contains 19 variables that cover information on three dimensions: 1) Data availability on the national portal; 2) Data accessibility on the national portal; and 3) Government support to innovative re-use of public data and stakeholder engagement. The index does not purport to measure the overall quality of the open government data approach/strategy in each country. Annex E in the *Government at a Glance 2015* contains a description of the methodology used to construct this index.

Figure notes: Data for the Hungary, Israel and Luxembourg are not available. This year's index is a "pilot" version (see Annex E, referenced above, for full methodology) covering the following dimensions: data accessibility and data availability on the national data portal, and government's efforts to support data re-use.

Country coverage

Government at a Glance 2015 includes data for all 34 OECD countries based on available information. The statistical data for Israel are supplied by and under the responsibility of the relevant Israeli authorities. The use of such data by the OECD is without prejudice to the status of the Golan Heights, East Jerusalem and Israeli settlements in the West Bank under the terms of international law.

Some indicators are available for candidate countries, such as Colombia, Costa Rica, Latvia and Lithuania as well as others those that have participant status to the Public Governance Committee of the OECD (e.g. Tunisia).

OECD Regulatory Policy Outlook 2015 includes information gathered for all 34 OECD member countries and the European Commission.

Signs and abbreviations

N.A.	Not applicable due to missing data
AUD	Australian Dollar
EUR	Euros
GBP	British Pound
HUF	Hungarian Forint
JPY	Japanese Yen
SEK	Swedish Krona
USD	US dollars

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Contents

Australia
Austria
Belgium
Canada
Chile
Colombia
Costa Rica
Denmark
Estonia
European Commission
Finland
France
Germany
Greece
Hungary
Iceland
Ireland
Israel
Italy
Japan
Korea
Latvia
Lithuania
Luxembourg
Mexico
Netherlands
New Zealand
Norway
Poland
Portugal
Slovak Republic
Slovenia
Spain
Sweden
Switzerland
Tunisia
Turkey
United Kingdom
United States

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