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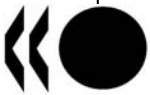
IN DEPTH EVALUATION OF THE PUBLIC GOVERNANCE COMMITTEE

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For further information or query, please contact Kevin Williams: Kevin.Williams@oecd.org; +33 1 4524 1867.

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EXECUTIVE SUMMARY

The Public Governance Committee is a highly heterogeneous body in terms of delegate seniority in the various bodies that compose it, the roles of its sub-committees and the nature of linkages between these bodies and the Level I Committee. There is also a high level of delegate turnover particularly outside its more specialist bodies.

These characteristics provided two challenges for the evaluation. Firstly, response rates to the questionnaire survey, which is used to collect data from policymakers in Member countries, are lower than has been the case in past evaluations. This is due to difficulties in tracking down the appropriate respondents, including the case of two major OECD Members which were not in a position to contribute to the survey. Secondly, the establishment of a global set of ratings for the Committee is a more delicate task than for more homogeneous and less complex bodies.

ASSESSMENT

This assessment does not include horizontal work conducted within the *Regulatory Reform* Output Area, which is addressed by the In-depth Evaluation of the Group on Regulatory Policy. Recommendations arising from this exercise with repercussions for the Public Governance Committee are presented at the end of this summary.

Relevance: High

- The Output Areas concerning governance and management of public institutions and resources and regulatory reform, for which the Public Governance Committee is accountable, have tended to be considered as a middle-ranking priority by OECD Members over the period covered by the evaluation. However, the most recent MTO exercise suggests that work on public governance has now become one of the Organisation's higher priorities for Part I funding.
- The participation of capital-based delegates in the Committee has been stable or rising across most of its bodies. It has, however, fallen noticeably in the case of the Public Employment and Management Working Party (PEMWP), and the Network of Senior Officials from Centres of Government (COG), both of which have relatively low levels of participation. The Working Party of Senior Budget Officials (SBO) has also experienced a fall in participation of Member countries in recent years, though the level of attendance remains relatively high.
- The Committee's policy objectives relating to all aspects of its work are well aligned with the needs of policymakers. By contrast, the fall in capital-based delegate participation in the PEMWP and the COG suggests that the operational objectives implicit in their work programmes correspond considerably less well with Members' interests.

Efficiency: Medium to high

- Most of the work conducted by the Committee between 2002 and 2006 has been of a high level of quality or better from a user perspective, a result which is commensurate with the level of resources allocated to its work. All Committee bodies have contributed to this positive result.
- While initiatives have been implemented to improve the way in which the PGC prepares and conducts its meetings, the Committee is faced with difficulties of strategy formulation and governance. The role of the Network of Senior Officials from Centres of Government as a provider of guidance on ongoing activities and future work into the Committee has progressively weakened over time. The PGC also exercises limited oversight of the implementation of the work programme and has little capacity for co-ordination. Moreover, sub-committee delegates in particular do not have a good understanding of their place and role within the larger structure of the Committee, nor of the place and role of the Committee within the OECD itself. There have been some initiatives in recent years to address some of the above issues, for example the provision of a guide for PGC delegates and the participation of PGC Bureau members in the sub-committees, but these have borne fruit only partially.
- There is an open and consultative process at the level of the PGC mandate, and the successful Rotterdam Ministerial of 2005 has provided a good basis for structuring the Committee's work programme and giving it a stronger strategic focus. The extent to which the process of developing the Committee's work programme is fully transparent remains, however, insufficient. Consequently, its results are difficult to appropriate for delegates, particularly at the level of the PGC.
- Horizontal relations outside the Output Area of Regulatory Reform (covered in the In-depth Evaluation of the Group on Regulatory Policy) are relatively limited, but take place in a satisfactory manner.
- The Global Relations activities of the Committee are largely considered as one of its strong points, though the evaluation of the various instruments used in this context is very limited and feedback mainly focused on reporting on their implementation.
- Interactions and working arrangements with a variety of other international organisations and stakeholders are a positive aspect of the functioning of the Committee.

Effectiveness: Medium to high

- The policy impact of the Committee's work appears to be widespread among Members and is likely to give rise to long-lasting policy changes. There is however reason to assume that the full potential for impact of the work is not necessarily being realised since there is no real effort to package and disseminate its products to end-users.
- While the work conducted by the Network of Senior Officials from Centres of Government and the Public Employment and Management Working Party is having an impact, this is not necessarily in alignment with the Committee's policy objectives.

RECOMMENDATIONS

Recommendation N°1: The Public Governance Committee should further improve the transparency of the process through which it develops its overall strategy¹ and programme of work, in order to increase ownership by delegates, and in particular at the level of the Committee itself.

Recommendation N°2: The Public Governance Committee should take steps to increase participation in its Network of Senior E-Government Officials, including an examination of the continued relevance of conducting this work at sub-committee level.

Recommendation N°3: The Public Governance Committee should assess the continued relevance of the work of the Public Employment and Management Working Party in view of the breadth and level of participation in meetings and the challenges of functioning that it faces.

Recommendation N°4: The Public Governance Committee should review the rationale, role within the Committee and functioning of the Network of Senior Officials from Centres of Government, notably with a view to improving participation in the Network.

Recommendation N°5: The Public Governance Committee should, with a view to enhancing co-ordination, build on existing practices within the PGC and other OECD bodies to improve delegates' understanding of the aims, structure and activities of the Committee as a whole.

Recommendation N°6: The Public Governance Committee should evaluate the effectiveness of its Global Relations activities, including the OECD-MENA Programme, and take into account the results of evaluations of the SIGMA Programme by the European Commission when examining the coherence of these two Programmes.

Recommendation N°7: The Public Governance Committee should establish and implement a communications strategy aimed at fully exploiting the potential of its work to impact on policy.

RECOMMENDATIONS ARISING FROM THE IN-DEPTH EVALUATION OF THE GROUP ON REGULATORY POLICY RELEVANT TO THE PUBLIC GOVERNANCE COMMITTEE

Recommendation N°1: The Group on Regulatory Policy should be abolished. The Working Party on Regulatory Management and Reform of the Public Governance Committee should become a Level I Committee with a new mandate and name and should encompass the work previously conducted by the Group on Regulatory Policy.

Recommendation N°2: The proposed new Committee should, in collaboration with the Public Governance Committee, the Competition Committee, the Trade Committee and other concerned committees, establish a set of co-ordination arrangements and working modalities to ensure the fullest possible involvement of interested policy communities in the programming and conducting of horizontal work on regulatory policy.

1. See also Recommendation N°4 relative to the role of the Network of Senior Officials from Centres of Government (COG).

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1. The Public Governance Committee and its policy environment

1. The Public Governance Committee (PGC), entitled the Public Management Committee (PUMA) until 2003, was created in 1961. Its current mandate duration is until the end of 2009. The PGC sits atop of a committee structure that comprises three working parties, an expert group and two networks:

- Network of Senior Officials from Centres of Government (COG);
- Working Party of Senior Budget Officials (SBO);
- Working Party on Regulatory Management and Reform (REG);
- Public Employment and Management Working Party (PEMWP);
- Network of Senior E-Government Officials (EGOV);
- Expert Group on Conflict of Interest: Ensuring Accountability and Transparency in the Public Service.

2. Subsidiary to the SBO for most of the period covered by the evaluation are four formal networks created to carry out highly technical work to advance the work programme (see Figure 1).² Other such technical bodies are the Steering Group on Open and Inclusive Policymaking, the Task Force on Global Relations and the Steering Group for Government at a Glance, but which do not have the formal status of the rest of the Committee substructure.

3. The Public Governance Committee has formal responsibility for the work produced in Output Area 4.3.1 (Governance and Management of Public Institutions and Resources)³ and is formally accountable for work in Output Area 4.3.2 (Support for Improvement in Governance and Management – SIGMA Programme).⁴ Furthermore, it shares responsibility with the Group on Regulatory Policy (GRP), through its Working Party on Regulatory Management and Reform (REG) for the implementation of the work in Output Area of 4.2.3 (Regulatory Reform).⁵

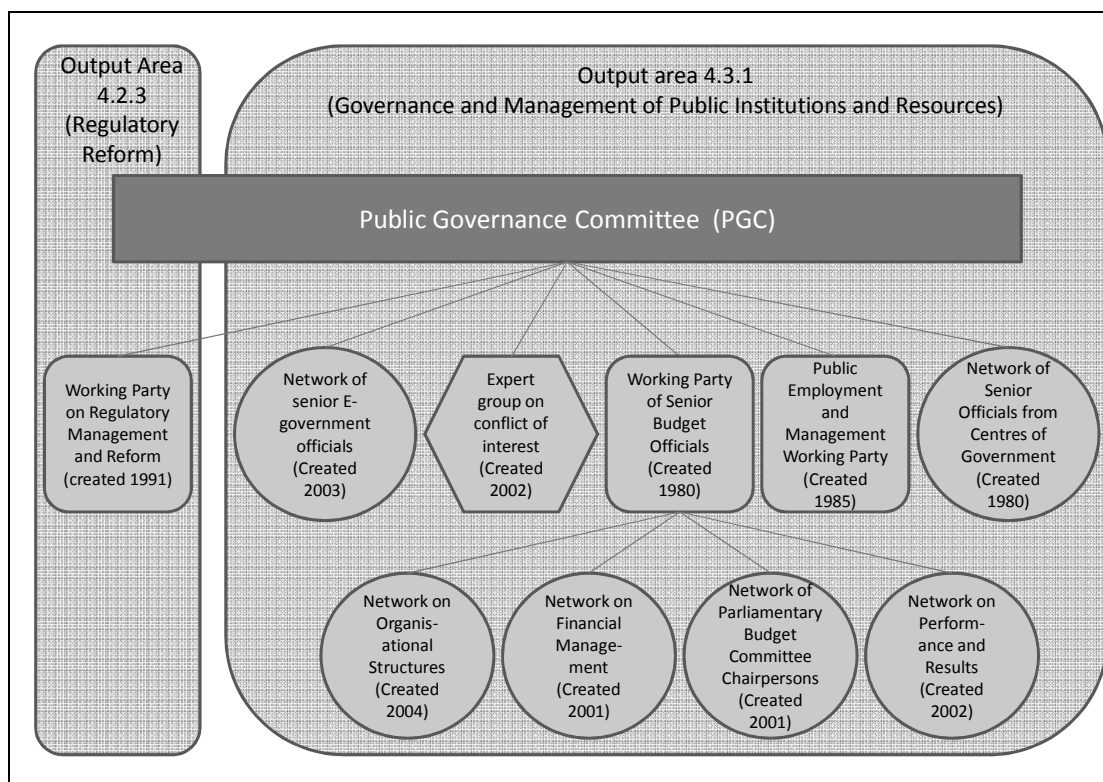
2. At the end of 2008, the mandate of the Network on Organisational Structures was not renewed. While not formally disbanded, the Network of Parliamentary Budget Committee Chairpersons has not been active since 2003.

3. This Output Area was renamed *Public Sector Effectiveness* in the PWB 2009-10.

4. The SIGMA Programme is outside the scope of the present evaluation exercise. It was evaluated in 2005 in the framework of the European Commission's Phare *Ex Post* Evaluation.

5. Prior to the PWB 2007-08, the GRP's work was located in a separate Output Area (4.2.3H) which was entitled the *Horizontal Programme on Regulatory Reform*. An assessment of the multidisciplinary work conducted within this Programme falls within the framework of the In-depth Evaluation of the Group on Regulatory Policy.

Figure 1 Formal Committee structure (2004-08)



4. Delegates to the Committee⁶ are drawn from central government agencies such as Cabinet Office/Prime Minister's Department, as well as ministries of finance, budget and public administration. Consequently, it does not mirror a particular ministry within Member country governments. A particularity of the Committee is that most of the bodies within its substructure are attended by high-level delegates working on areas of public governance, which by their nature are centred on cross-cutting issues. The relationship between the PGC and its substructure is such that its sub-committees were described as a *network of satellite bodies* when the current mandate was under development. The PGC's primary role in this context is described as *to maintain a **whole-of-government approach** to the analytical work carried out by its different working parties and networks, and its relevance for policy-makers in member countries.*⁷

5. Based on the descriptions provided in the PWBs of 2005-06 and 2007-08, the key elements of the policy environment for governance and management of public institutions and resources can be summarised as reflecting:

- the recognition by Member countries of a set of prerequisites relating to public governance (e.g. effective management of public resources, civil service integrity, etc.) that enable them to maintain innovative capabilities and competitiveness in the global economy;

6. By convention, from now on references to the PGC made in this report concern the substantive committee, i.e. the body that reports directly to Council. References to the *Committee* should be understood as meaning the substantive committee and those bodies within its substructure. Similarly, all references to Members or Member countries should be understood to cover the 30 Member countries and the European Commission.

7. GOV/PGC(2004)1/REV1.

- the need to strengthen public trust in government, not least so that reforms responding to globalisation, demographic trends and other emerging challenges can be implemented.

6. It is in this context that the PGC is mandated to function as a forum for policy dialogue, peer review and benchmarking.

7. The policy environment for regulatory reform, similarly based on the descriptions provided in the PWBs of 2005-06 and 2007-08, can be summarised as:

- evolving toward regulatory governance, affecting how public authorities use regulation to achieve economic and social policy goals (particularly due to the shifting interface between the public and private sectors), and the expectations and pressure that governments face;
- exercising, as a result of globalisation, pressure on countries for further and faster reforms;
- being increasingly shaped by the progressively more important role being played by stakeholders in the private sector and civil society, with demands for evidence-based decision-making, transparency and accountability.

8. The Secretariat of the Committee is situated within the Public Governance and Territorial Development Directorate (GOV), which was created in 2002 from the merger of the Public Management Service (PUMA) and the Territorial Development Service (TDS).

9. The mandate of the Committee expires on 31 December 2009.

2. Evaluation methodology and approach

10. This In-depth Evaluation was conducted between July 2008 and February 2009. The Terms of Reference of the evaluation and the draft version of this report were discussed in meetings of the Evaluation Committee in which the Bureau of the Public Governance Committee, the Chairs of its sub-committee, and the Secretariat were represented.⁸

11. The focus of the exercise is on the orientation of the Committee (*i.e.* the Level I Committee and its substructure), its functioning and the Output Results for which it is accountable, as well as the policy use and impacts resulting from them. It covers the period as of 2002 to 2008 with regard to the functioning of the Committee and 2002 to 2006 in the case of the impacts of its work.

12. The Committee was evaluated with respect to the following evaluation criteria:

- **relevance**, *i.e.* whether the Committee is addressing Member countries' and the European Commission's policy needs in the fields of governance and management of public institutions and resources and regulatory reform, and is likely to continue to do so in the medium term;
- **efficiency**, *i.e.* if the Committee is optimising the relation between its financial and human resource inputs and the quality of its Output Results, with a particular emphasis on its orientation and functioning as key factors;
- **effectiveness**, *i.e.* whether its Output Results are being widely used and if they are bringing about widespread and long-lasting policy development impacts in line with the Committee's objectives, at the level of Member countries and the European Commission.

8. The meeting to validate the Terms of Reference took place on 8 July 2008 [CEV(2009)1]. The meeting to validate the draft final report was held on 8 April 2009.

13. In total, 72 interviews took place with delegates at the level of PGC and the next level down in its substructure, as well as OECD officials, representatives of other international and stakeholder organisations. A survey was conducted to collect data from Members' policymakers, composed of three questionnaires targeted at the different policy communities served by the Committee. Between 23 and 25 OECD Members responded to the survey depending on the questionnaire, a participation rate of between 74.2% and 80.6%. However, when weighted by Members' contributions, participation was between 60.3% and 62.4% due to some of the larger Members not being in a position to respond to the survey. Data from the three mid-term prioritisation exercises of 2003, 2005 and 2007, and the PIR 2005-06 were also mobilised, along with other appropriate in-house sources.

3. Conclusions and recommendations of the evaluation

14. The extent to which the work programme and policy objectives of the Public Governance Committee have been relevant to the needs of policymakers is assessed as high by the Evaluation Committee. The performance of the Committee in terms of its impacts and achievement of its objectives (effectiveness) and its efficiency are rated as medium to high. In the context of these results, the Evaluation Committee has made seven recommendations to improve the performance of the Committee in the coming years.

3.1 Assessment of relevance

15. The assessment of relevance is based on a qualitative appreciation and synthesis of indicators reflecting:

- the degree to which Members consider that the Output Areas for which a Committee is accountable represent a priority for the OECD's policy work;
- the extent of interest of OECD Members in the Committee's work as evidenced by delegates willingness to travel from capitals to participate in meetings;
- the degree of alignment between the Committee's mandated objectives/expected PWB outcomes and the policy needs of Members' policymakers, using data from the evaluation survey.

16. The work programme and policy objectives of the Committee are assessed as being of high relevance.

17. This rating represents by its nature an average assessment for the Committee as a whole. Situated clearly above the average with respect to this criterion are the Network of Senior E-Government Officials (EGOV), the Expert Group on Conflict of Interest and the Working Party on Regulatory Management and Reform (REG), and situated clearly below it is the Network of Senior Officials from Centres of Government (COG).

18. This rating is first of all motivated by the observation that over the period covered by the evaluation, there is a very strong appreciation by a large proportion of policymakers of the policy impacts the Committee wants to engender through its work. Secondly, and less conclusively positive, is the extent to which the Committee is able to attract delegates to continue to come from capitals or interest an increasing number of capital-based delegates to participate in its work. In this context, the number of delegations composed of at least one capital-based delegate in three of its four longstanding sub-committees has fallen in the latter period. By contrast, while capital-based delegate participation in some of

the Committee's emerging areas of work is still relatively low, it has generally risen in recent years.⁹ Finally, the two Output Areas for which the Committee is responsible for implementing the work (co-responsible in the case of regulatory reform) have tended to be assessed as middle-ranking priorities by Members since 2003.

19. Supporting analyses and findings can be found in paragraphs 77 to 85 in Annex I to this report, while key elements of the assessment are summarised below.

20. The activities of the Committee cover two Output Areas. Work in the area of *Governance and Management of Public Institutions and Resources* (Output Area 4.3.1) is implemented by the PGC and all its sub-committees with the exception of the Working Party on Regulatory Management and Reform, which is responsible, along with the Group on Regulatory Policy, for work conducted in Output Area 4.2.3 on the subject of *Regulatory Reform*.

21. The degree of priority given by Members to these two Output Areas in terms of the provision of Part I funding, as indicated by successive MTO exercises over the period covered by the evaluation, has tended towards middle ranking. However, while MTO results for Output Area 4.3.1 concerning the core work of the Committee have fluctuated significantly since 2003, the most recent assessment indicates that Members now see this as being of a high priority.

22. The extent to which the Committee's work programme and mandate objectives are in line with the needs of policymakers is high, with all objectives being assessed as corresponding with salient needs for a majority of Members. By contrast, capital-based delegate participation¹⁰ in the PGC and its sub-committees shows a number of variations between bodies which, over time, has offered a more nuanced picture.

23. The Network of Senior E-Government Officials (EGOV) and the Expert Group on Conflict of Interest are the only bodies to experience a clear increase in capital-based delegate participation between the earlier and later periods covered by the evaluation. In parallel, EGOV's policy objective is assessed by the quasi-totality of policymakers as being of high relevance and for the Expert Group by around three-quarters.

24. In the case of the PGC and the Working Party on Regulatory Reform and Management, capital-based delegate participation has remained relatively steady since 2002, at over 80% and 75% respectively. At the same time, the policy objectives of these two bodies are well placed among those deemed by policymakers to be most appropriate vis-à-vis their needs. These observations suggest that for these three sub-committees and the PGC itself, not only are their policy objectives highly relevant, but so are the more operational objectives implicit in their work programmes.

25. Results for the remaining sub-committees provide a basis for a less positive assessment. While the Network of Senior Officials from Centres of Government (COG) and the Working Party on Public Employment and Management (PEMWP) score well in terms of their overall aims, as reflected in the positive assessment of their policy objectives by policymakers, attendance of capital-based delegates in their meetings has been significantly lower from 2005 than during the preceding period. Furthermore, the nature of the COG is such that it is supposed to attract top-level officials from the centres of government.

9. In the case of the Network of Senior E-Government Officials (EGOV), the Expert Group on Conflict of Interest, participants tend to be from Member countries wishing to push forward emerging areas of work through the provision of voluntary contributions.

10. The indicator of capital-based delegate participation is defined as the number/proportion of Members' delegations including at least one delegate from the capital.

However, not only has the participation of Members diminished significantly in the last five years, its capacity to attract delegates of the appropriate level has also weakened. For both of these bodies the results indicate that while their policy objectives are highly relevant, this is not necessarily the case at the level of their work programmes and the more operational objectives that they imply.

26. The policy objectives of the Working Party of Senior Budget Officials (SBO), while being assessed as reflecting important needs by one half or more of Members, are collectively less positively appreciated than other areas of work conducted under the responsibility of the Committee, possibly due to them reflecting a longstanding and mature area of work with a strong technical focus. The participation of capital-based delegates in the Working Party of Senior Budget Officials has also fallen in the recent period, even if the low level of attendance at the meeting in 2006 in Australia is regarded as an exceptional event and excluded from the analysis. However, the level of participation in this body remains relatively high at around 75%.

3.2 *Assessment of efficiency*

27. The assessment of efficiency is based upon a qualitative analysis of the extent to which the Committee is producing Output Results of a quality commensurate with resources it draws from the Part I budget and the extent to which it orients and implements its work in an optimal fashion, primarily in terms of how well it:

- sets its strategic orientation and establishes its work programme;
- implements its work programme and delivers its Output Results;
- co-ordinates activities within its structure;
- interacts horizontally across the Organisation;
- interacts with its stakeholders from outside the OECD.

28. The performance of the Committee with respect to the criterion of efficiency is assessed as medium to high.

29. This rating is predicated firstly on the strong performance of the Committee in terms of its technical efficiency, i.e. the relationship between the quality of its work and its resources. Most of the work conducted between 2002 and 2006 has been of a high level quality or better from a user perspective, a result which is commensurate with the level of Part I resources allocated to its work. All Committee bodies have contributed to this positive result.

30. A second aspect of this analysis, focusing on process efficiency, examines how well the Committee functions in terms *inter alia* of how it prepares and implements its work, and how well it interacts with other concerned bodies and organisations. On the positive side, this analysis shows that the Committee is capable of mobilising a number of policy communities and their competencies so as to deliver, as programmed, a large range of products, including in the area of Global Relations. This has been achieved despite an institutional configuration of bodies that is not the easiest to manage due to the relative seniority and different characteristics of their delegates. This result is bolstered by the satisfactory nature of interactions, both within the OECD structure and beyond, with other international organisations and stakeholders. By contrast, the Committee is faced with difficulties with respect to its strategy formulation and governance. The role of the Network of Senior Officials from Centres of Government as a provider of strategic inputs into the Committee in the form of insight and guidance on ongoing activities and future work has been considerably weakened over time. Furthermore, the development of the Committee's programme of work is less than transparent and for some delegates, particularly at the level of the PGC, difficult to appropriate. The degree of oversight exercised over the implementation of the work programme

by the PGC and its capacity for co-ordination is also rather limited. More globally, there is limited understanding among sub-committee delegates in particular of their place and role within a larger structure, and the place and role of this structure within the OECD itself.

31. Supporting analyses and findings are presented in paragraphs 88 to 169 in Annex I to this report, while key elements of the assessment are summarised below.¹¹

32. The Committee is one of the better endowed OECD bodies in terms of the share of the Part I budget allocated to its work, which amounts to some 4.4%. Most of this is allocated to the work on *Governance and Management of Public Institutions and Resources* (Output Area 4.3.1) and Part I resources in this area have remained stable for the period covered by the evaluation. Part I funding of the *Regulatory Reform* Output Area (4.2.3) allocated to the Working Party on Regulatory Management and Reform has, in contrast, increased by over 20% since 2003. Voluntary contributions allocated to this area of work have increased significantly in order to finance the monitoring of regulatory instruments and institutions.

33. Around two-thirds of the Committee's production since 2002, including in the area of Global Relations, received at least a *high* rating from Members' policymakers in terms of quality, with all the constituent bodies having contributed to some degree to this result.

34. Most highly appreciated by policymakers is the Rotterdam Ministerial of 2005, which is also considered by many as a turning point for the Committee (see below). Other very highly assessed Output Results include:

- report entitled *Management in Government: Feasibility Report on the Development of Comparative Data*;
- five of the six meeting reports prepared for the Network of Senior Officials from Centres of Government;
- Recommendation of the Council on *OECD Guidelines for Managing Conflict of Interest in the Public Service and associated products*;
- publications, reports and policy briefs in the area of public sector modernisation.

35. The Committee sets its policy orientation via a mandate that is developed in an open and transparent way. Furthermore, the mandate was the object of a mid-term review conducted in 2007 with the aim of examining progress made in achieving its goals. During the period covered by the evaluation, the Committee held a very successful Ministerial Conference in Rotterdam which played a key role in providing a set of four broad orientations in line with the Committee's mandate. These orientations were subsequently used to frame its work programme for 2007-08 in the context of the overarching objective agreed at Rotterdam of *helping governments build and strengthen public trust*.

36. The orientations agreed at Rotterdam in 2005 have provided a sound basis for structuring the work programme and have given it a sharper strategic focus. However, most policy constituencies

11. See Annex I: paragraphs 88 to 99 on how the Committee orients its work; paragraphs 100 to 109 on the PGC's functioning; paragraphs 110 to 120 on the functioning of its sub-committees; interactions between Committee bodies; paragraphs 121 to 126 on interactions within the Committee itself; paragraphs 127 to 134 on interactions within the OECD structure; paragraphs 135 to 145 the Committee's global relations activities; paragraphs 146 to 153 on interactions with other international organisations and stakeholders; paragraphs 154 to 160 on the Committee's resources; and paragraphs 161 to 169 on the quality of its Output Results.

represented within the Committee indicated that the way in which the work programme is drawn up is still insufficiently transparent. As a consequence, at the level of the parent body in particular, there is a low degree of ownership of the work programme. The extent to which the process of developing the work programme is largely bottom-up could also be one of the factors that seem to have slowed down its shift of focus from public management to public governance, a dynamic dating from the *1996 OECD Ministerial Symposium on the Future of Public Services*.

Recommendation N°1: The Public Governance Committee should further improve the transparency of the process through which it develops its overall strategy¹² and programme of work, in order to increase ownership by delegates, and in particular at the level of the Committee itself.

37. The implementation of the Committee's activities is satisfactory, with meetings being well prepared and conducted, and work advancing as programmed without significant problems or delays.¹³

38. The work programme of the Committee is largely implemented at the level of its sub-committees, of which there are two broad types. A first type is composed of longstanding bodies that aim to mobilise senior officials in the specialised fields of regulatory management and policy, budgeting and centres of government. The second type is made up of pathfinder bodies of limited duration composed of specialists working in emerging policy areas, currently e-government and conflict of interest/integrity. Falling between these two is work in the area of public employment and management.

39. In most cases the sub-committees are made up of delegates who tend to be part of well-defined, cohesive and relatively stable specialist communities, a factor which facilitates their functioning. In this context, the Working Party on Regulatory Management and Reform (REG) and the highly delegate-driven Working Party of Senior Budget Officials (SBO), both longstanding bodies, particularly stand out in terms of how well they implement their work. Furthermore, the SBO regularly assesses and revises its own substructure in line with its changing needs.

40. The Network of Senior E-Government Officials (EGOV), set up as a "pathfinder" body in the once emerging topic of e-government, is also prominent in terms of having successfully supported the integration of e-government into the broader public management agenda. However, the proportion of Member countries participating regularly in this Network has only grown slowly since its inception despite the pervasive nature of e-government issues.

Recommendation N°2: The Public Governance Committee should take steps to increase participation in its Network of Senior E-Government Officials, including an examination of the continued relevance of conducting this work at sub-committee level.

41. The Expert Group on Conflict of Interest is also playing the role of "pathfinder" and has recently successfully developed a second Council Recommendation.

42. By contrast, there appears to be a number of possibly structural factors that impinge negatively on the functioning of the Public Employment and Management Working Party (PEMWP) and the Network

12. See also Recommendation N°4 relative to the role of the Network of Senior Officials from Centres of Government (COG).

13. There have been no reports during interviews of actions being undertaken that were not in conformity with the Rules of Procedure.

of Senior Government Officials (COG). In the case of the COG, its declining attractiveness to its target audience means that it is unable to fully function as a network of senior officials, a central role given that it does not implement a work programme as such. The PEMWP, which is attended by a number of delegates who are also delegates to the PGC, is also facing a problem of declining attractiveness and appears to be experiencing substantive difficulties around the focus and analytical approach that it is using in an area where national practices are reportedly highly context specific.

Recommendation N°3: The Public Governance Committee should assess the continued relevance of the work of the Public Employment and Management Working Party in view of the breadth and level of participation in meetings and the challenges of functioning that it faces.

43. It is also unclear how the Network of Senior Officials from Centres of Government is able to fulfil its mandated mission of providing the Committee with *insight and guidance on ongoing activities and future work*. Its capacity to do this in a way that reflects the perspectives of the OECD Members as a whole has been diminished by the decreasing level of participation of Members which fell to 16 in 2008, the regular absence of some of the major OECD economies over recent years and the fall in seniority of the delegates who attend the meetings.

Recommendation N°4: The Public Governance Committee should review the rationale, role within the Committee and functioning of the Network of Senior Officials from Centres of Government, notably with a view to improving participation in the Network.

44. Co-ordinating the work of the Committee, in the context that the PGC's primary role is described as *to maintain a whole-of-government approach to the analytical work carried out by its different working parties and networks, and its relevance for policy-makers in member countries*, is complicated by the nature of the COG, SBO and REG. These bodies are loosely associated with the PGC within the Committee structure due to their delegates being senior to those of their notional parent body and/or due to their mandated roles, and as such value highly their autonomy. Furthermore, the delegates of these bodies are, generally speaking, little interested in what is happening elsewhere in the Committee.

45. At the level of the PGC, which is composed of delegates from a rather mobile policy community, a number of initiatives have been taken to optimise functioning. Two of the most salient are the development of a guide to familiarise the regular influx of new delegates to the structure of the Committee, how it functions and their role within it, and the introduction of symposium-type sessions to provide the opportunity for in-depth substantive discussions. There have also been efforts to enhance existing information flows in the direction of the PGC through the participation of Bureau members in the sub-committees. The Bureau has been active in pushing forward these initiatives.

46. The symposium sessions are on the whole seen as a positive development. By contrast, the participation of PGC Bureau members in sub-committees has not been fully implemented and the dissemination of the familiarisation guide is limited to PGC delegates. As a result, within the PGC delegates have limited visibility of the implementation processes for which the Committee is accountable and, more generally, delegates from across its sub-structure do not have a sense of understanding or of belonging to a single entity, nor do they share a sense of being part of a common endeavour. One of the perceptions arising from this situation is that opportunities for working on projects on the frontier between the competencies of sub-committees were being missed.

Recommendation N°5: The Public Governance Committee should, with a view to enhancing co-ordination, build on existing practices within the PGC and other OECD bodies to improve delegates' understanding of the aims, structure and activities of the Committee as a whole.

47. However, development of the *Government at a Glance* publication launched in 2007, which is being overseen by an *ad hoc* steering group composed of delegates from ten Member countries, is providing a means of channelling various contributions from across the different constituent bodies of the Committee into a single unified project.

48. In the case of broader horizontal linkage across the OECD, with one significant exception, this tends to take place at Secretariat level. The most intensive and formalised horizontal interactions concern the Working Party on Regulatory Management and Reform (REG) which is one of the three bodies that make up the Group on Regulatory Policy (GRP). The GRP has the role of *functioning as a platform for high level, multi-disciplinary policy dialogue on regulatory reform at the OECD*, involving the regulatory, competition and trade policy communities via their respective OECD bodies.¹⁴ Otherwise, there is generally little direct involvement of delegates in horizontal work and limited demand for detailed feedback on intra-secretariat activities performed under the aegis of the Committee. The horizontal activities that are conducted within the Secretariat take place in a satisfactory manner.

49. The Global Relations dimension of the Committee's work is composed of a variety of actions that concern either the Committee as a whole or are specific to a particular sub-committee. They include the Global Forum on Governance, the OECD-MENA Governance Programme, the Senior Budget Officials' Regional Networks, and the Regulatory Governance Initiative in South East Europe. The OECD-MENA Programme and the Global Forums are activities that concern the Committee as a whole, while the others are implemented by the sub-committees themselves.

50. Four non-Member economies have had regular observer status in the Committee for much of the period covered by the evaluation, two of which are Accession candidate countries and one an Enhanced Engagement partner country. Non-Member economies are active participants in most parts of the Committee.

51. The Committee's contribution to the Accession process has been supported by the work of its Outreach Task Force which has developed a good governance benchmarking framework.

52. The preparation, conducting and reporting of the Committee's Global Relations activities is considered to be one of the Committee's strengths, and this is borne out to a large degree by the assessment from Members on the high level of quality of most of its initiatives in this area. To date, however, feedback on this sizeable element of the Committee's activities has mainly been focused on their implementation with little, if any, information available on its impact. Furthermore, the recent extension of the European Neighbourhood Policy into the MENA region means that the SIGMA Programme is now being implemented in Morocco, Tunisia, Egypt and Jordan, countries that are also covered by the OECD-MENA Governance Programme.

14. The GRP has been evaluated in the framework of a separate evaluation. Recommendations relating to work in the Output Area of *Regulatory Reform* have been made in the framework of this exercise and reproduced in the Executive Summary of this report [See also C(2009)36].

Recommendation N°6: The Public Governance Committee should evaluate the effectiveness of its Global Relations activities, including the OECD-MENA Programme, and take into account the results of evaluations of the SIGMA Programme by the European Commission when examining the coherence of these two Programmes.

53. Interaction with other international organisations and stakeholders is another positive aspect of the functioning of the Committee. Six international organisations participate as observers in one or more of the sub-committees. Relations are particularly strong in the case of the Working Party of Senior Budget Officials (SBO) with the World Bank and, to a lesser extent, the IMF. Similarly, the Expert Group on Conflict of Interest has worked closely with the World Bank, the Organisation of American States and regional development banks.

54. TUAC is consulted systematically by the PGC bureau on an annual basis. At the level of the sub-committees, TUAC and BIAC are regular participants and contributors to the Working Party on Regulatory Management and Reform and are consulted on an *ad hoc* basis by other sub-committees. Civil society and specialist bodies are also represented, consulted or participate in various aspects of the Committee's work, for example in the framework of the large-scale consultation on the *Checklist for Enhancing Integrity in Public Procurement* and in aspects of the SBO's work.

3.3 *Assessment of effectiveness*

55. The assessment of **effectiveness** primarily draws on the results of the evaluation and PIR surveys of informed policymakers in Member countries and reflects the extent to which Output Results are being used *and* are having a policy impact, i.e. influencing the development of policy in line with the Committee's objectives and eventually leading to long-lasting policy changes.

56. The performance of the Committee with respect to the criterion of effectiveness is assessed as medium to high.

57. This rating is based on the finding that impact of the work of the Committee is widespread across OECD Members, and is likely to be giving rise to long-lasting policy changes as a consequence. It also integrates a number of qualitative elements relating to issues of alignment with policy objectives in the case of two of its sub-committees, potential versus actual impacts, and the dissemination and usability of the Committee's products.

58. Supporting analyses and findings can be found in paragraphs 177 to 187 in Annex I to this report, while key elements of the assessment are summarised below.

59. Most of the Committee's Output Results produced between 2002 and 2006 have had, are having, or have the potential for at least a medium impact on policy development in 50% or more of Member countries.

60. Those most highly rated Output Results in this context are:

- Recommendation of the Council on *OECD Guidelines for Managing Conflict of Interest in the Public Service* and associated products (2006);
- report entitled *Management in Government : Feasibility Report on the Development of Comparative Data* (2005);
- reports in the area of enhancing public sector capacity (2005);

- publications, articles, reports, peer reviews and proceedings in the area of regulatory reform (2006);
- reports on assessing capacity and efficiency in the context of an ageing population (2006);
- publications and papers in the area of performance and impact measurement (2006).

61. It is of note that PIR data on impacts for 2005-06 are significantly more positive than data covering 2002-04/05, which are collected through the evaluation survey. However, data for the latter period includes potential impacts which may not have been realised. On the basis of observations made in the course of the evaluation, there appears to be little, if any, follow up after reports have been agreed by the Committee. In the absence of actions to actively support the dissemination of documents or to package and present their contents in line with user needs, there is reason to assume that the potential of Output Results to have an impact on policy development has not been fully realised.

Recommendation N°7: The Public Governance Committee should establish and implement a communications strategy aimed at fully exploiting the potential of its work to impact on policy.

62. While all Committee bodies have achieved widespread impacts or have the potential to do so, those arising from the work conducted by the Network of Senior Officials from Centres of Government and the Public Employment and Management Working Party are not necessarily in alignment with the Committee's policy objectives, as previously discussed in the assessment of relevance.

63. Furthermore, the Network of Senior Officials from Centres of Government, which has an explicit networking objective within its mandate, has been increasingly unable to attract its target audience to participate in meetings. It can therefore be concluded that this objective has not been fully achieved.

64. In a longer term perspective, Members' policymakers estimate that in more than seven out of ten cases the work of the Committee as a whole has been making a medium to high contribution to long-lasting policy changes in the areas of *Governance and Management of Public Institutions and Resources* and *Regulatory Reform*.

4. Proposed action

65. In the light of the preceding, the Council is invited to adopt the following draft conclusions:

THE COUNCIL

- a) noted document C(2009)35;
- b) noted that the Evaluation Committee assessment with regard to the Public Governance Committee for the evaluation criterion of relevance was "high", and "medium to high" for the criteria of efficiency and effectiveness;
- c) approved the following recommendations proposed by the Evaluation Committee:
 - i) the Public Governance Committee should further improve the transparency of the process through which it develops its overall strategy and programme of work, in order to increase ownership by delegates, and in particular at the level of the Committee itself;

- ii) the Public Governance Committee should take steps to increase participation in its Network of Senior E-Government Officials, including an examination of the continued relevance of conducting this work at sub-committee level;
 - iii) the Public Governance Committee should assess the continued relevance of the work of the Public Employment and Management Working Party in view of the breadth and level of participation in meetings and the challenges of functioning that it faces;
 - iv) the Public Governance Committee should review the rationale, role within the Committee and functioning of the Network of Senior Officials from Centres of Government, notably with a view to improving participation in the Network;
 - v) the Public Governance Committee should, with a view to enhancing co-ordination, build on existing practices within the PGC and other OECD bodies to improve delegates' understanding of the aims, structure and activities of the Committee as a whole;
 - vi) the Public Governance Committee should evaluate the effectiveness of its Global Relations activities, including the OECD-MENA Programme, and take into account the results of evaluations of the SIGMA Programme conducted by the European Commission when examining the coherence of these two Programmes;
 - vii) the Public Governance Committee should establish and implement a communications strategy aimed at fully exploiting the potential of its work to impact on policy;
- d) invited the Public Governance Committee to take the appropriate measures for the implementation of recommendations c) i) to vii) above, and to present an action plan corresponding with them to the Evaluation Committee before the end of 2009;
- e) invited the Evaluation Committee to monitor the implementation of the action plan and to submit a report on this matter to the Council before the end of June 2010.

ANNEX I

FINDINGS AND ANALYSIS

1. Public Governance Committee

66. The Public Governance Committee (PGC), entitled the Public Management Committee (PUMA) until 2003, was created in 1961. Its current mandate duration is until the end of 2009. The PGC sits atop of a committee structure that comprises three working parties, an expert group and two networks:

- Network of Senior Officials from Centres of Government (COG);
- Working Party of Senior Budget Officials (SBO);
- Working Party on Regulatory Management and Reform (REG);
- Public Employment and Management Working Party (PEMWP);
- Network of Senior E-Government Officials (EGOV).
- Expert Group on Conflict of Interest: Ensuring Accountability and Transparency in the Public Service.

67. Subsidiary to the SBO for most of the period covered by the evaluation are four formal networks created to carry out highly technical work to advance the work programme (see Figure 1).¹⁵ Other such technical bodies are the Steering Group on Open and Inclusive Policymaking, the Task Force on Global Relations and the Steering group for Government at a Glance, but which do not have the formal status of the rest of the Committee substructure

68. Delegates to the Committee¹⁶ are drawn from central government bodies or organisations such as Cabinet Office/Prime Minister's Department, as well as ministries of finance, budget and public administration. Consequently, it does not mirror a particular ministry within Member country governments. A particularity of the Committee is that most of the bodies within its substructure are attended by high-level delegates working on areas of public governance, which by their nature are centred on cross-cutting issues. The relationship between the PGC and its substructure is such that its sub-committees were described as a *network of satellite bodies* when the current mandate was under development. The PGC's primary role in this context is described as *to maintain a whole-of-government approach to the analytical work carried out by its different working parties and networks, and its relevance for policy-makers in member countries*.¹⁷ The mandate of the Committee expires on 31 December 2009.

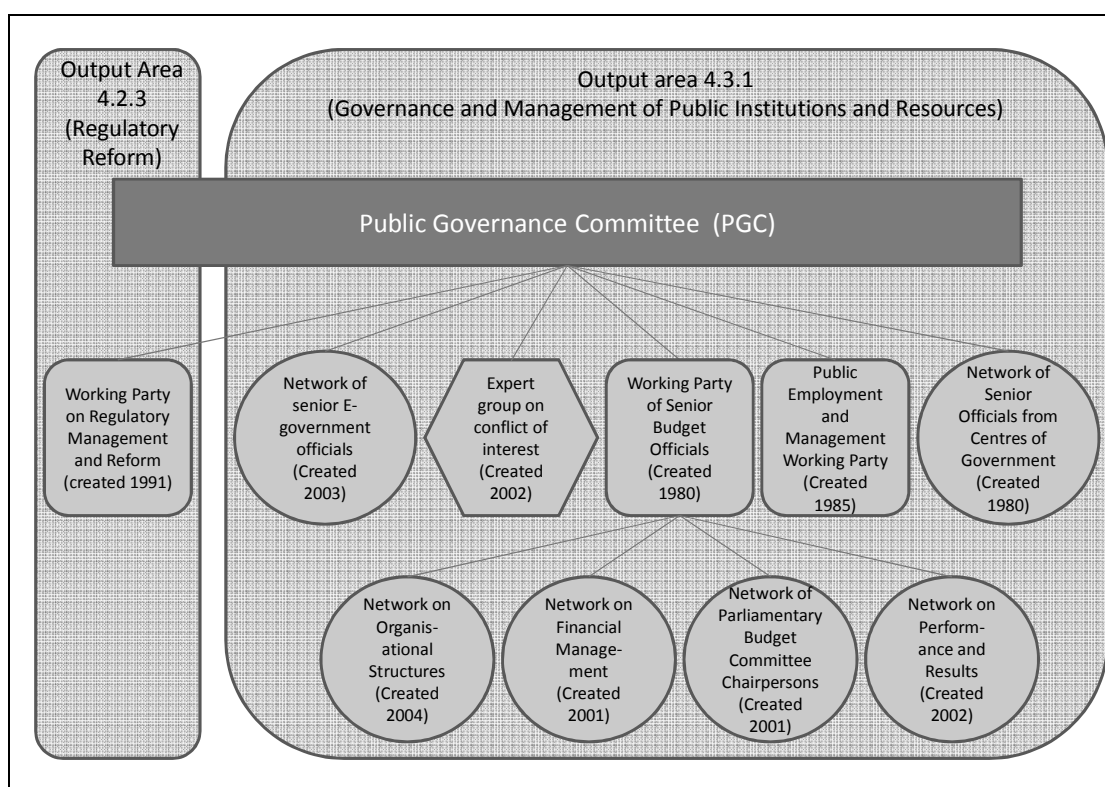
15. At the end of 2008, the mandate of the Network on Organisational Structures was not renewed. While not formally disbanded, the Network of Parliamentary Budget Committee Chairpersons has not been active since 2003.

16. By convention, from now on references to the *PGC* made in this report concern the substantive committee, i.e. the body that reports directly to Council. References to the *Committee* should be understood as meaning the substantive committee and those bodies within its substructure. Similarly, all references to Members or Member countries should be understood to cover the 30 Member countries and the European Commission.

17. GOV/PGC(2004)1/REV1.

69. The Public Governance Committee has formal responsibility for the work produced in Output Area 4.3.1 (Governance and Management of Public Institutions and Resources)¹⁸ and is formally accountable for work in Output Area 4.3.2 (Support for Improvement in Governance and Management – SIGMA Programme).¹⁹ Furthermore, it shares responsibility with the Group on Regulatory Policy (GRP), through its Working Party on Regulatory Management and Reform (REG) for the implementation of the work in Output Area of 4.2.3 (Regulatory Reform).²⁰

Figure 2 Formal Committee structure (2004-08)



70. The Secretariat of the Committee is situated within the Public Governance and Territorial Development Directorate (GOV), which was created in 2002 from the merger of the Public Management Service (PUMA) and the Territorial Development Service (TDS).

18. This Output Area was renamed *Public Sector Effectiveness* in the PWB 2009-10.

19. The SIGMA Programme is outside the scope of the present evaluation exercise. It was evaluated in 2005 in the framework of the European Commission's Phare *Ex Post* Evaluation.

20. Prior to the PWB 2007-08, the GRP's work was located in a separate Output Area (4.2.3H) which was entitled the *Horizontal Programme on Regulatory Reform*. An assessment of the multidisciplinary work conducted within this Programme falls within the framework of the In-depth Evaluation of the Group on Regulatory Policy.

2. Policy context

71. Based on the descriptions provided in the PWBs of 2005-06 and 2007-08, the key elements of the policy environment for governance and management of public institutions and resources can be summarised as reflecting:

- the recognition by Member countries of a set of prerequisites relating to public governance (e.g. effective management of public resources, civil service integrity, etc.) that enable them to maintain innovative capabilities and competitiveness in the global economy;
- the need to strengthen public trust in government, not least so that reforms responding to globalisation, demographic trends and other emerging challenges can be implemented.

72. It is in this context that the PGC is mandated to function as a forum for policy dialogue, peer review and benchmarking.

73. The policy environment for regulatory reform, similarly based on the descriptions provided in the PWBs of 2005-06 and 2007-08, can be summarised as:

- evolving toward regulatory governance, affecting how public authorities use regulation to achieve economic and social policy goals (particularly due to the shifting interface between the public and private sectors), and the expectations and pressure that governments face;
- exercising, as a result of globalisation, pressure on countries for further and faster reforms;
- being increasingly shaped by the progressively more important role being played by stakeholders in the private sector and civil society, with demands for evidence-based decision-making, transparency and accountability.

3. Committee orientations and functioning

74. This section of the report examines the orientation and functioning of the Committee, presenting first of all an analysis of its **relevance**. This is followed by an analysis of its **efficiency**.

3.1 *Analysis of relevance*

75. The analysis of relevance focuses primarily on the extent to which a body's work addresses the policy priorities, needs and interests of OECD Members.²¹

76. Data are drawn from different sources to make this analysis:

- Medium-term Prioritisation Exercise of 2003 (MTP), Mid-term Orientations Survey for 2007-08 (conducted 2005), Mid-term Orientations Survey of 2007;
- shifts over time in capital-based delegate attendance at committee and sub-committee meetings as evidenced in meeting summaries;
- a questionnaire survey addressed to Members' policymakers in the field of public governance and regulatory reform.

21. In the interest of clarity, references to Members include both Member countries and the European Commission.

3.1.1 Overall relevance of the OECD's work in the policy field of public governance and regulatory reform

77. The PGC has responsibility for implementing work within Output Area 4.3.1 (Governance and Management of Public Institutions and Resources) and shares responsibility for part of the work conducted within Output Area 4.2.3 (Regulatory Reform). The Medium-term Orientation exercises²² of 2003, 2005 and 2007 indicate how OECD Members' ranking of Output Area 4.3.1 has fluctuated significantly, shifting from lower to higher priority in the most recent exercises.

78. By contrast, Output Area 4.2.3 has been assessed as middle-ranking priority for OECD Members (see Table 1). There has, however, been a shift in time towards decreasing the level of activity in this Output Area. However, in the context of the current financial and economic crisis, which manifested itself after the 2007 MTO exercise, the Organisation's Strategic Response identifies regulatory management quality as one of the key areas to be addressed in the coming period.²³

Table 1 Members' priorities in Output Areas 4.2.3 (Regulatory Reform) and 4.3.1 (Governance and Management of Public Institutions and Resources)²⁴

	Output Areas	Responses	Increase	Constant	Decrease	Exit	Categorisation
MTP 2003	4.2.3	29	4	24	1	0	Middle-ranking
	4.3.1	29	4	21	4	0	Middle-ranking
MTO 2005	4.2.3	31	4	22	5	0	Middle-ranking
	4.3.1	31	2	20	9	0	Lower priority
MTO 2007	4.2.3	31	2	24	5	0	Middle-ranking
	4.3.1	31	7	21	2	0	Higher priority

Source: Medium-term Prioritisation Exercise (MTP) of 2003 [C(2003)202], Mid-term Orientations (MTO) Survey for 2007-08 conducted in 2005 [C(2005)188] and Council13-14 November 2007, Room Document No.3.

79. The rising importance placed by Members on the Output Area of Public Governance appears, according to data on visits to the OECD Website, to be matched by an increase in the interest of the broader public in this area. In 2007, Public Governance and Management figured in the top ten most visited topic pages of the Organisation, after being absent in 2004 and 2005.²⁵

22. The objective of the MTO survey is to ascertain Members' views as to the desired direction of resources in the OECD's policy work over the medium term. In the context of In-depth Evaluations, the desire of Members to move resources into or away from an Output Area is used as a proxy for the relevance of the work vis-à-vis their policy needs. The survey has been refined since its inception in 2003, but the basic question that it poses is unchanged, i.e. *whether resources allocated to each of the 'substantive' Output Areas in the Organisation's Strategic Management Framework should be increased, remain about constant, or be decreased.* [(C(2007)52/REV1)].

23. C(2008)191/FINAL.

24. *Higher Priority Output Areas* are defined as seven or more Members indicating that they would prefer to increase activity in the concerned policy field. *Lower Priority Output Areas* are defined as seven or more Members indicating that they would prefer to reduce or exit from activity in the concerned policy field. *Middle-ranking Output Areas* are thus characterised as being situated between the two.

25. C/INF(2008)5. No data is provided for 2006.

80. Using the 2002-04 period as a baseline, variations in capital-based delegate participation in meetings of the PGC and its sub-committees indicates that (see Table 2):

- the Network of Senior E-Government Officials, created in 2003, and the Expert Group on Conflict of Interest²⁶ are the only bodies within the Committee structure to experience an increase in capital-based delegate participation over the period covered by the evaluation, this despite a significantly lower level of attendance at the October 2008 meeting of the Expert Group;
- capital-based delegate participation in both the PGC and the Working Party on Regulatory Management and Reform remained relatively steady over the period covered by the evaluation, at over 80% of Members in the case of the parent body and over 75% for the Working Party;
- the Working Party of Senior Budget Officials (SBO), Network of Senior Officials from Centres of Government (COG) and the Public Employment and Management Working Party (PEMWP) saw a fall in capital-based delegate participation over the period examined
 - in the case of the SBO, for which meetings are hosted annually by Members, attendance from capitals has been some 10% lower in the recent period compared to 2002-04, largely due to a significantly lower attendance at the 2006 meeting in Australia by *near*²⁷ Member countries;²⁸
 - the COG has seen the largest fall in capital-based participation²⁹, with attendance being consistently and noticeably lower from 2005 to 2008 compared to a baseline period of 2002-04. This remains the case when the very low attendance (slightly higher than 50%) in its most recent meeting, held in Mexico at the end of September 2008, is disregarded. The tailing off of participation from *far* Member countries is particularly noticeable;
 - capital-based participation in the PEMWP is also lower in the later period covered by the evaluation, again with participation from *far* Member countries being noticeably lower than the 2002-04 period.

81. These results suggest that interest in the work of the Committee, as evidenced by the willingness of policymakers in capitals to attend meetings, has strengthened in emerging areas relating to e-government and integrity. By contrast, interest in participating in the COG and in work undertaken under the auspices of the PEMWP has considerably diminished. There also appears to be a fall off of interest in participating in the SBO, even when the meeting in Australia is disregarded.

26. In both these cases, participants tend to be from Member countries providing voluntary contributions to push forward emerging areas of work.

27. *Near* Members are those situated in Europe. Australia, Canada, Japan, Korea, Mexico, New Zealand and United States are categorised as *far* countries, in that they are not within easy reach of Paris, compared to other OECD Members.

28. Given the specialised nature of the SBO and that its meetings are not usually held in Paris, but hosted by Member countries, Permanent Delegations are not concerned so capital-based participation is equivalent to total participation.

29. As in the case of the SBO, COG meetings attract a rather specific policy community and are hosted in Member countries. Consequently, capital-based participation is the equivalent to total participation.

Table 2 Capital-based Delegate participation in the PGC and its substructure

Body		Members' Delegations including at least one capital-based delegate						
		2002	2003	2004	2005	2006	2007	2008
PGC	Capital-based delegate participation (%)	88.7%	87.1%	83.9%	83.9%	88.7%	87.1%	88.7%
	Number of which "near"	20.5	22	20.5	21	21.5	21.5	22
	Number of which "far"	7.0	5.0	5.5	5.0	6.0	5.5	5.5
SBO	Capital-based delegate participation (%)	87.1%	83.9%	93.5%	93.5%	61.3%	80.6%	77.4%
	Number of which "near"	20.0	19.0	22.0	22.0	12.0	18.0	19.0
	Number of which "far"	7.0	7.0	7.0	7.0	7.0	7.0	5.0
REG	Capital-based delegate participation (%)	90.3%	71.0%	80.6%	77.4%	77.4%	79.0%	77.4%
	Number of which "near"	21.0	18.0	20.0	19.0	20.0	20.5	20.0
	Number of which "far"	7.0	4.0	5.0	5.0	4.0	4.0	4.0
EGOV	Capital-based delegate participation (%)	-	56.5%	45.2%	-	61.3%	51.6%	64.5%
	Number of which "near"	-	12.0	8.5	-	14.0	13.0	15.0
	Number of which "far"	-	5.5	5.5	-	5.0	3.0	5.0
PEMWP	Capital-based delegate participation (%)	71.0%	83.9%	61.3%	58.1%	64.5%	58.1%	61.3%
	Number of which "near"	19.0	21.0	18.0	17.0	18.0	17.0	16.0
	Number of which "far"	3.0	5.0	1.0	1.0	2.0	1.0	3.0
Expert Group on Conflict of Interest	Capital-based delegate participation (%)	41.9%	51.6%	-	-	61.3%	71.0%	48.4%
	Number of which "near"	7.0	12.0	-	-	16.0	16.0	13.0
	Number of which "far"	6.0	4.0	-	-	3.0	6.0	2.0
COG	Capital-based delegate participation (%)	77.4%	83.9%	77.4%	58.1%	71.0%	61.3%	51.6%
	Number of which "near"	20.0	20.0	20.0	16.0	18.0	17.0	13.0
	Number of which "far"	4.0	6.0	4.0	2.0	4.0	2.0	3.0

Source: Meeting summaries and EMS

Table 3 Synthesis of Capital-based Delegate participation in the PGC and its substructure

Average	Expert Group on Conflict of Interest	EGOV	PGC	REG	SBO	PEMWP	COG
2002-04	46.8%	50.9%	86.6%	80.6%	88.2%	72.1%	79.6%
2005-08	60.2%	59.1%	87.1%	77.8%	78.2%	60.5%	60.5%
Change	13.5%	8.3%	0.5%	-2.8%	-10.0%	-11.6%	-19.1%

3.1.2 Members' needs and Committee objectives

82. The Public Governance Committee's current mandate and those of its sub-committees present the following set of policy objectives:

- to identify and help address the strategic challenges that governments face in modernising public governance in a changing world, particularly by strengthening trust in public institutions and the capacity to adapt to the new challenges (PGC);

- to assist members and non-members in achieving more coherent and effective policies and to raise the integrity, quality and performance of members' and non-members' public institutions and services (PGC);
- to promote key elements of a good governance framework and thus contribute to the improvement of the effectiveness, efficiency, transparency, responsiveness and accountability of public institutions (PGC);
- to build policy support and skills for good regulations in Member countries, emphasising regulatory quality (REG);
- to improve the effectiveness and efficiency of resource allocation and management in the public sector by assisting (SBO)
 - Member countries to design and implement financial management and accountability reforms;
 - legislatures of Member countries to effectively play their role in the budget process;
 - Member countries to reform the organisational structure of ministries and other government bodies;
 - Member countries to design and implement performance and results-based budgeting and management reforms.
- to improve public sector governance in Member countries by addressing human resources-related public management (PEMWP);
- to improve governance arrangements for promoting integrity in the public service (Expert Group on Conflict of Interest);
- to help governments develop a comprehensive integrity framework, which is a combination of laws, institutions and management mechanisms that provide incentives for integrity and discourage corruption in the public service (Expert Group on Conflict of Interest);
- to address risks to integrity such as conflict of interest in the public service, corruption in public procurement, or lack of transparency and accountability in lobbying (Expert Group on Conflict of Interest);
- to improve the effectiveness and efficiency of e-government initiatives in the public sector (EGOV);
- to ensure that e-government is better integrated into the broader public management agenda (EGOV);
- to understand decision- and policy-making systems (COG).

83. During the period from 2005 to 2008, as expressed in successive Programmes of Work and Budget, the expected outcomes of the Committee's Output Results have been expressed as:

- to provide governments with the tools and capacity to design and implement regulatory policies for improved structural economic growth through better market conditions and easier market entry for new businesses (Output Area 4.2.3, PWB 2005-06);
- to enable governments to establish improved regulatory and competitive frameworks, and reduce administrative burdens on economic actors (Output Area 4.2.3, PWB 2005-06);
- to increase capacity for evaluation and monitoring the performance of regulatory policies (Output Area 4.2.3, PWB 2005-06);

- to improve the business climate through streamlining regulations and establishing efficient regulatory institutions, making countries more attractive for domestic and foreign investment and allowing them to reap the benefits of trade (Output Area 4.2.3, PWB 2007-08);
- to provide governments with tools and capacity to develop a whole-of government perspective so as (Output Area 4.3.1, PWB 2005-06)
 - to design policies that improve the sustainability of public finances;
 - to promote a more adaptive and well-performing civil service;
 - to achieve greater integrity and responsiveness to citizens' needs in the public service;
 - to make better use of performance information in management and budgeting, leading to improved decision-making and accountability;
 - to deal with changing relationships between levels of government;
- to develop and better use quality information on the performance of public administrations in a comparative setting to help countries highlight and address problems in the efficiency and effectiveness of public services (Output Area 4.3.1, PWB 2005-06);
- to help governments develop frameworks for promoting transparency and integrity as well as preventing conflict of interest and corruption in the public service (Output Area 4.3.1, PWB 2005-06).
- to raise the awareness of Member countries and non-Member economies of the options, conditions and constraints of strengthening public trust in Government (Output Area 4.3.1, PWB 2007-08);
- to improve the position of Member countries and non-Member economies to choose appropriate combinations of policy instruments and make progress in the implementation of current reform paths of decentralisation, dialogue with citizens and risk management (Output Area 4.3.1, PWB 2007-08);
- to improve dialogue between governments and citizens, and ensure efficient, transparent and accountable public service delivery so as to increase trust in government (Output Area 4.3.1, PWB 2007-08);
- to support the reform process in MENA and other regions through the raising of awareness of good practices in key areas of the modernising of government agenda to facilitate the implementation of national reform strategies (Output Area 4.3.1, PWB 2007-08).

84. Following a process of analysis and synthesis of the abovementioned mandated objectives and expected outcomes were consolidated into 18 policy objectives reflecting the impacts that the Committee formally states that it aims to achieve through its work. Members' policymakers were subsequently requested to assess the extent to which the policy objectives correspond to their policy needs.

85. All the policy objectives of the Committee were viewed by more than one-half or more of responding Members as replying to a high policy need, with the vast majority of objectives also corresponding with issues that will increase in importance for Member country policymakers in the medium term. Of particular note is:

- the very positive assessment made by policymakers of objectives in many areas of work implemented under the responsibility of the Committee, including e-government, the role of centres of government, regulatory policy and human resource-related issues;

- the less universally positive appreciation of the policy objectives related to the work on budget matters, including the extent to which they reflect issues of increasing importance for policymakers.

Table 4 Relevance of mandated objectives and PWB expected outcomes to Members' policy needs

Expected Outcomes/Policy Objectives	High relevance	Expected to rise in relevance
To improve the effectiveness and efficiency of e-government initiatives in the public sector, while ensuring that e-government is better integrated into the broader public management agenda (EGOV)	96%	64%
To achieve more coherent and effective policies and to raise the integrity, quality and performance of public institutions and services (PGC)	92%	50%
To ensure co-ordination and effective policy implementation from the centre of government (COG)	86%	55%
To build policy support and skills for good regulations, emphasising quality combining both good regulation (where needed to protect health, safety, and the environment , and to better enhance the functioning of markets) and deregulation (where free markets work better) (REG)	83%	61%
To promote a more adaptive and well-performing civil service by addressing human resources-related public management issues (PEMWP)	83%	63%
To promote key elements of a good governance framework, in order to improve effectiveness, efficiency, transparency, responsiveness and accountability of public institutions (PGC)	83%	50%
To establish improved regulatory frameworks, through reducing administrative burdens on economic actors, streamlining regulations and establishing efficient regulatory institutions (REG)	83%	43%
To strengthen capacity to adapt to new strategic challenges in modernising public governance in a changing world (PGC)	79%	67%
To strengthen public trust in government, through improved dialogue between governments and citizens, while raising awareness of the options, conditions and constraints (PGC)	79%	61%
To promote integrity and prevent corruption in the public service, and in public procurement, manage conflict of interest and enhance transparency in lobbying (Expert Group on Conflict of Interest)	75%	52%
To acquire tools and capacity to design and implement regulatory policies for improving structural economic growth through better market conditions and easier market entry for new businesses (REG)	70%	65%
To design policies to improve the sustainability of public finances through the development of a whole-of-government perspective (SBO)	70%	65%
To increase capacity for evaluation and monitoring the performances of regulatory policies (REG)	70%	57%
To design and implement performances and results-based budgeting and management reforms, in order to improve the effectiveness and efficiency of resource allocation and management in the public sector (SBO)	65%	57%
To improve decision-making and accountability through better use of performance information in management and budgeting (SBO)	61%	61%
To design and implement financial management and accountability reforms, in order to improve the effectiveness and efficiency of resource allocation and management in the public sector (SBO)	57%	48%
To improve the government's position to choose appropriate combinations of policy instruments and make progress in the implementation of current reform paths of decentralisation, dialogue with citizens and risk management (PGC)	54%	50%
To ensure that the legislature effectively plays its role in the budget process, in order to improve the effectiveness and efficiency of resource allocation and management in the public sector (SBO)	52%	39%

Source: Evaluation survey (23 responses)

3.2 Analysis of efficiency

86. The efficiency of a committee is analysed on the basis of the extent to which it is functioning in an optimal manner, the quality of its Output Results and the resources employed to produce them.

87. Data from the following sources were primarily used to make this analysis:

- Members' assessment of the quality of the committee's Output Results for the period 2002-06, collected via a questionnaire survey covering the period 2002-04/05 and the PIR Survey for 2005-06;
- interviews with delegates of the Committee and OECD officials on the way in which it orients and implements its work, including the subject of interactions within the OECD and with non-OECD entities;
- other stakeholders' assessment of their interactions with the Committee and the quality of its Output Results;
- meeting summaries and other key documents of the Committee.

3.2.1 *Setting the policy direction of the Committee*

88. The mandate of the PGC was last renewed in 2005 and prior to this in 2000 when it was still the Public Management Committee (PUMA). The mandate of 2000 announced a broadening of the scope of the Committee's work to include a governance perspective. The current mandate continues in this vein, emphasising the link between public management from a governance perspective on the one hand and growth and economic performance on the other.³⁰

89. The shift towards a governance perspective started to take place in recognition of the direction given by the *1996 OECD Ministerial Symposium on the Future of Public Services*, and as a reflection of some of the work that was already being conducted by the Committee, for example, on the subject of ethics.

90. The current PGC mandate was developed in parallel to the preparation of the Rotterdam Ministerial which took place in 2005 (see below). A first draft of the mandate was drawn up by the Secretariat using ideas and issues discussed in the PGC as a basis. The draft was subsequently discussed by the PGC Bureau, after which it was placed before delegates for discussion and approval.

91. The process through which the PGC mandate is developed is seen as being open and inclusive by delegates. Mandates of the sub-committees are derived from the PGC mandate and are of limited visibility and interest to delegates of these bodies.

92. As for the Rotterdam Ministerial, it established a set of broad orientations encompassing four cross-cutting themes in the context of bolstering confidence in public institutions.³¹

- assessing results of reform, including the development of key indicators of good government and efficient public services;
- open and inclusive policymaking, increasing transparency and engaging citizens for better policies;
- improving risk awareness, assessment and management in the public sector;
- building better relations across levels of government, particularly in a context of decentralisation.

93. The themes developed were used to frame the 2007-08 work programme in that they provided a link between work proposed by the various component bodies of the Committee and its overarching

30. GOV/PGC(2004)1/REV1.

31. Reduced to three themes in the preparation of the PWB 2009-10.

objective of *helping governments build and strengthen public trust*.³² The mid-term self-evaluation of the 2005 mandate also credited the Ministerial with reinforcing the direction taken in the PGC's mandate.³³

94. The central thrust of the Rotterdam Ministerial, with its focus on trust in government, and the resulting four themes were generally recognised by interviewees as providing a solid structure around which the programme of work could be developed and thus helped to make it more strategically focused than previously had been the case.

95. The formal process of developing the Committee's programme of work starts with the drawing-up by the Secretariat of a "wish list" of outputs on the basis of a "tour de table" of Members. This list also incorporates topics that have been identified as important by the Secretariat at the level of the Committee's substructure. The order of priority of the outputs is then established by the PGC at a second stage.

96. Delegates from all parts of the Committee, with the exception of the Working Party of Senior Budget Officials, viewed the development of the programme of work as being problematic to some degree, in particular in terms of the limited transparency of the process. In addition, PGC delegates questioned the extent to which there was sufficient balance between its bottom-up and top-down elements. These factors were viewed as consequently having led to a low degree of ownership of the work programme by delegates. It was also considered that moving the focus of the Committee's work from the more traditional public management approach (characterised as an inward looking perspective) to one with a stronger emphasis on governance issues (characterised, in contrast, as being more outward looking) had been slow and difficult, and was still incomplete.

97. A role for the Network of Senior Officials from Centres of Government (COG) in setting the policy direction of the Committee is indicated in its mandate which states that it is *to provide the Public Governance Committee with insight and guidance on ongoing activities and future work*.

98. In this context, the COG differs significantly from the other bodies within the Committee's substructure in that it has a prospective focus that places it upstream of the work programme, discussing issues of interest from a whole-of-government perspective in advance of them becoming the object of projects to be implemented either directly by the PGC or one of its other sub-bodies.

99. With regard to any strategic orientation provided by the COG to the PGC programme of work and mandate, PGC delegates observed that how this happened was somewhat opaque. Furthermore, the capacity of the Network to undertake fully this strategy-setting function is open to question given the absence of some major OECD economies from the forum over the last four or five years and the generally diminishing number of Member countries participating in the Network, as indicated above.

3.2.2 *Functioning of the Public Governance Committee*

100. The PGC meets twice per year, while the cycle of meetings of its substructure varies from one body to another. The PGC is the only body within the Committee structure that systematically posts on OLIS formal summary records of all its meetings.

101. The mandate of the PGC describes its activities as:

- providing a forum for exchanges of experience among civil servants engaged in designing and implementing policies for modernising public governance and management;

32. Strengthening Trust in Government: What role for government in the 21st Century? Conclusions of a meeting of the Public Governance Committee at Ministerial Level.

33. GOV/PGC(2007)11.

- following, assessing and reporting on key developments and results in modernising public governance and public management in member and, as appropriate, non-member countries;
- developing a range of tools and frameworks to enable comparative evidence-based analysis of public management issues from a governance perspective.
- sharing results of its work with interested non-member countries and other relevant international organisations and institutions;
- contributing to the Organisation's activities for technical assistance and other forms of support to the improvement of public governance and management in non-member countries.

102. The role of the PGC Bureau is to *represent the Committee in providing more detailed direction to the Secretariat on issues of management and planning of the work programme*, including participation in planning meetings prior to Committee meetings and the provision of ongoing guidance.³⁴

103. As previously indicated, a good majority of Members send delegates from their capitals to PGC meetings, though meeting summaries suggest that the turnover of delegates is relatively high (i.e. 72% of delegates who participated in the first meeting of 2008 had attended meetings for a period of two years or less).³⁵ It is in this context that, in order to optimise the participation of delegates in the PGC, the Bureau drew up a handbook for newcomers, which is periodically updated, allowing them to understand the Committee's role within the OECD, its structure, planning and working procedures, along with a set of frequently asked questions and a glossary. It was last reissued in 2007 following the Chair's observation that there was a need to *strengthen contribution and participation* in the Committee.³⁶

104. The PGC undertakes periodic reassessments of its mandate and the way in which it functions. In this context, both the 2000 and 2005 mandates were the object of a self-review at their mid-way stage. At an operational level, post-meeting assessments by delegates are fed into proposals to improve meetings, with the most recent set of initiatives being produced in 2008.³⁷

105. Meetings almost always include symposium type sessions, introduced in 2003, that provide an opportunity for delegates to enter into in-depth discussions on specific work items, including with the participation of outside experts, often academics in the relevant fields. It is a longstanding practice that delegates are systematically requested to evaluate the quality of PGC meetings via a survey questionnaire.

106. Many delegates observed that there had been a considerable improvement over the period covered by the evaluation in the way in which the PGC prepares and conducts its meetings, not least because of the initiatives encouraged by the Bureau, though most indicated that further progress could still be made.

34. GOV/PGC(2007)4.

35. The Trade Committee Working Party was cited spontaneously by a secretariat source as having a high turnover, the proportion of delegates at its meeting of September 2008 having attended meetings for two years or less amounted to 65%.

36. GOV/PGC/M(2006)2.

37. As a result, meetings were to be extended on a pilot basis from 2 to 2½ days in length, the symposium part of meetings was to be refined, meeting agendas and (more accessible) documents were to be made available earlier, the length of delegate interventions were to be more closely monitored, meeting summaries were to be clearer, and written procedures to be used only in exceptional circumstances [GOV/PGC(2008)4].

107. Work from sub-bodies is submitted to the PGC for discussion on the basis of its degree of technicality, with documents of a highly technical nature being transmitted for information only. Thus, it may be circulated in the form of room documents, or be presented orally by the Secretariat, the Chair of the sub-body concerned or delegates who attend both the sub-body and the PGC. The stage at which a work item is discussed in the PGC is decided when the programme of work is drawn up and varies according to the project concerned.

108. In terms of advancing the substantive work produced under the responsibility of the Committee, the main analytical work and the drafting of final reports are undertaken by both permanent and project staff (the latter funded through voluntary contributions) within the Secretariat. Outside experts are mainly engaged to write background papers, while in-kind funding allows a reinforcement of the Secretariat through the employment of secondees.

109. Overall, in terms of the delivery of the programme of work under Output Areas 4.3.1 (Governance and Management of Public Institutions and Resources) and 4.2.3 (Regulatory Reform), PIR data indicates that most work items are finalised within the planned timeframe and that no undue delays have occurred during the period covered by the evaluation.

3.2.3 *Functioning of the sub-committees*

110. Three long standing bodies - Working Party of Senior Budget Officials (SBO), Network of Senior Officials from Centres of Government (COG) and Public Employment and Management Working Party (PEMWP) - meet systematically on a yearly basis, while the Working Party on Regulatory Management and Reform (REG) has met twice a year since 2005.

111. More recent creations, the Network of Senior E-Government Officials (EGOV) and Expert Group on Conflict of Interest have a less regular meeting cycle which has varied between zero and two sessions per year according their work programmes.

112. Arrangements for chairs and bureaus vary across the Committee substructure. Within REG they follow the classic approach of a formally appointed chair. This body also has a bureau, an arrangement that has been in place since 2004. The SBO does not have a formal bureau, though longstanding delegates reportedly provide the Chair with support. PEMWP and the Expert Group on Conflict of Interest have an appointed chair and no formal bureau, while EGOV and COG have a revolving chair. The COG Chair is provided by the country hosting the meeting, who is supported by an informal bureau composed of the "troika", i.e. the previous, present and forthcoming chairs. EGOV has recently switched from a revolving to an appointed chair. It does not have a formal bureau.

113. A description of the mandated activities of the bodies within the Committee's substructure is presented in Table 5.

Table 5 Activities of the Committee's sub-bodies

Sub-committee	Activities
REG	<ul style="list-style-type: none"> Identifying and disseminating good practice, and monitoring trends. Carrying out analyses of cross-cutting issues concerning regulatory policies, tools and institutions. Conducting peer reviews of regulatory management capacity.
SBO	<ul style="list-style-type: none"> Exchanging information on emerging issues, trends and challenges. Identifying and disseminating good practice and developing policy and analytical tools. Carrying out analysis and research on the full range of budgeting issues. Conducting "peer review" examinations of the budgeting systems of individual Member countries and analysing individual aspects of the budgeting system across Member countries.
COG	<ul style="list-style-type: none"> Understanding decision and policy-making systems. Strengthening relations among peers in order to encourage them to exchange experiences and priorities. Working on broad governance issues. Providing the Public Governance Committee with insight and guidance on ongoing activities and future work.
PEMWP	<ul style="list-style-type: none"> Exchanging information. Identifying and disseminating best practices. Developing policy and analytical tools. Carrying out analysis and research. Maintaining a database on public sector pay and employment and on human resources management.
Expert Group on Conflict of Interest	<ul style="list-style-type: none"> Exchanging first-hand experiences on emerging issues and best practices. Reviewing trends and developing best practice guidelines. Disseminating lessons and supporting the dialogue with non-Member countries. Reviewing issues related to conflicts of interest in the public service and identified vulnerable areas in the public-private sector interface. Preparing a report on the implementation of the 2003 OECD Recommendation on Managing Conflict of Interest in the Public Service to be presented to the Council.
EGOV	<ul style="list-style-type: none"> Carrying out analysis and research on e-government issues; Conducting "peer review" examinations of national e-government initiatives and analyses individual aspects of e-government across member countries. Maintaining a database of national e-government practices in member countries.

Source: Sub-committee mandates

114. In addition to the abovementioned bodies, which are formally recognised as being part of the Committee's substructure, others are occasionally created to carry out highly technical work to advance the work programme. An example is the Steering Group on Open and Inclusive Policy Making which was created following the Rotterdam Ministerial and held its first meeting in early 2007. It has advanced work that was first undertaken between 1998 and 2002 by a previous *ad hoc* working group formed under the responsibility of the then PUMA. An *ad hoc* group has also been created to co-ordinate the work being done to develop a new publication entitled *Government at a Glance*, while a Task Force was established to deal with Global Relations and Accession issues, including the development and implementation of the Building Blocks benchmarking tool.

115. The preparation and conducting of meetings, and the way in which the programme of work is advanced by the bodies within the Committee's substructure are positively appreciated by most delegates. This is particularly the case for the Working Party on Regulatory Management and Reform, the Network of Senior E-Government Officials and the Working Party of Senior Budget Officials, which is the most strongly "delegate driven" of the sub-bodies and apparently the only one to systematically evaluate its meetings³⁸. When problems were identified, these were elsewhere in the substructure and tended to be mainly operational in nature, particularly the late availability of voluminous meeting documentation.

38. SBO delegates are requested to provide feedback on the usefulness of the topics addressed at its annual meeting, what could be improved and future expectations in terms of topics to be covered.

116. In the case of the Network of Senior Officials from Centres of Government, one of its activities is the strengthening of relations among senior officials at the centres government. However, interviewees observed that high-level participants were too often absent from the meetings and that delegate turnover was high, two factors that reduce the extent to which the Network is able to perform the aforementioned function. In addition to the constrained and unpredictable availability of high-level officials, which is one possible explanation for this situation, the limited attractiveness of the agenda and a too strong emphasis on the social aspects of the meeting programme were put forward by delegates as other possible contributory factors to this situation. It was also observed that the administrative organisation of some Member countries makes it difficult to identify on a systematic basis appropriate participants to the Network.

117. The composition of the Public Employment and Management Working Party (PEMWP) delegates attending from capitals has been strongly skewed towards Europe throughout the period covered by the evaluation and has become increasingly so since 2002. This is illustrated by the observation that only one of the seven *far* Member countries sent a capital-based expert in this field to the meetings of 2004, 2005 and 2007, compared to almost two-thirds of *near* Member countries.

118. Delegates interviewed provided a somewhat mixed appreciation of the functioning of the PEMWP. They highlight, on one hand, the strong interest that they have in work that can be done in this forum and, on the other hand, difficulties in resolving issues of work focus (management versus governance) and approach (quantitative versus qualitative). It was also observed that comparing and contrasting across an eclectic set of administrations was an inherently difficult exercise due to the contextual specificity of Members' public management and employment arrangements, and especially so when the angle of analysis is economic in nature.

119. Some Committee delegates, who are also participants in the European Administration Network (EUPAN³⁹), noted that this structure has worked on a number of topics that are the same or similar to some of those addressed by the Committee, particularly in the case of the Public Employment and Management Working Party. While the Secretariat has participated in EUPAN meetings since 2006, the observation was made by interviewees that there had been little co-ordination with Network and that possible efficiencies that could have arisen had consequently not been tapped.

120. With regard to the Expert Group on Conflict of Interest, interviewees were broadly positive about the preparing and running of meetings, and the implementation of the work programme. It was observed, however, that the rapid turnover of delegates combined with the irregular periodicity of meetings and the absence of inter-session networking resulted in there being "a low degree of cohesiveness within the Group" and that there was "no sense of collectively building a body of work and therefore limited ownership".

3.2.4 *Interactions between Committee bodies*

121. The nature of relations between the PGC and bodies within its substructure are in some cases one of association rather than hierarchy, due to the relative seniority of delegates:

- The Network of Senior Officials from Centres of Government (COG) can be characterised, according to Secretariat sources, as a "longstanding network that decided to make its home in the OECD and is semi-autonomous vis-à-vis the PGC". It is composed of high-level officials who occupy positions in those institutions closest to the centre of the government, i.e. the institutions that assist and counsel the head of the government, the Council of Ministers or the Cabinet, depending on the country. COG delegates are consequently

39. EUPAN does not have a secretariat to support its work, but depends on the Member State holding the EU presidency.

significantly more senior than PGC delegates, and the Network is viewed in reality as being at the apex of the Committee.

- The Working Party of Senior Budget Officials (SBO) is composed of budget directors and other senior officials. Consequently, delegates are both highly specialised and senior to PGC delegates, and form a stable and cohesive policy community. It is against this backdrop that the SBO is characterised as “functioning as its own body and nominally reporting to the PGC”.
- The Working Party on Regulatory Management and Reform (REG) is composed of policy officials responsible for cross-cutting and horizontal regulatory reform policies. Due to the Working Party’s delegates being of an equal or higher seniority than their counterparts in the PGC and the nature of its work, its positioning vis-à-vis the PGC resembles that of the SBO.

122. For the remaining bodies, the Public Employment and Management Working Party (PEMWP), the Expert Group on Conflict of Interest and the Network of Senior E-Government Officials (EGOV), issues of relative seniority are less of a factor in how they relate to the PGC. These three bodies are therefore somewhat closer to the concept of a committee sub-body than the COG, SBO and REG, which are weakly associated with their institutional “parent” body.

123. There are efforts to ensure that the PGC is informed of the work taking place within its substructure through regular oral presentations by the Secretariat at the start of PGC meetings, supplemented by written activity reports in recent years, and occasional presentations by the Chairs of bodies within its substructure. It was, however, recognised in the context of the 2008 initiative aimed at improving PGC meetings that there was a need to enhance co-ordination and information flows between the PGC and bodies within its substructure. To this end, Bureau members were to participate in sub-body meetings and the sub-bodies were to provide short written reports of meetings and other activities to the PGC. This initiative has not, however, been fully implemented with differing explanations as to the reasons for this being offered by the Secretariat and delegates.

124. While there are provisions for informing PGC delegates about the structure of the Committee, their role within it and the respective roles of the sub-bodies (see above), these do not appear to be reproduced within its substructure. As a result, there is very limited awareness among sub-body delegates of where they fit within the Committee in particular and the OECD in general, and an equally limited understanding of what is happening outside their own particular body. Among the remarks made by sub-body delegates in this context are “it took me months to get the bigger picture” and “the OECD is a black box for newcomers”. Consequently, many interviewees expressed concerns that insufficient information was resulting in the missing of opportunities to identify possible work opportunities “in the gaps” within the Committee structure.

125. In this context a limited number of examples of collaboration and co-ordination between various Committee bodies have been identified, notably:

- an *ad hoc* steering group has been created to co-ordinate the development of the *Government at a Glance* publication, programmed to be published for the first time in the 2009-10 Biennium;
- REG and SBO have worked together on Public-Private Partnerships;
- EGOV and REG have worked together on administrative simplification;
- symposium sessions at the PGC draw on work carried out in the working parties, and as such often involve delegates from the working parties.

126. There are also some cases of cross-participation of delegates between the various Committee bodies, both horizontally - for example between EGOV and the Steering Group on Open and Inclusive Government - and vertically, particularly between the PGC and PEMWP.

3.2.5 *Interactions within the OECD structure*

127. The mandate of the PGC indicates that it *shall maintain close working relationships with other relevant bodies of the Organisation* and that it will *contribute a public governance and public management perspective on major policy concerns addressed by the Organisation, including its horizontal activities*.

128. The Committee has interacted horizontally with other OECD bodies during the period covered by the evaluation through:

- joint projects and activities;
- contributions to projects (inputs into reports, consultation on outputs, the development of methodologies, etc.) produced under the responsibility of other bodies – and soliciting comments from other bodies on its own work (e.g. public procurement);
- via the actions of bodies within the Committee substructure, including the GRP, which has the role of a platform for dialogue on regulatory reform.⁴⁰

129. The PGC, through the Working Party on Regulatory Management and Reform, is one of the three constituent bodies of the Group on Regulatory Policy (GRP), which has the formally mandated role of being a *high level, multi-disciplinary policy dialogue on regulatory reform*. It is through this body, unique within the Organisation, that the most formalised and intensive horizontal linkages exist between the Committee and other parts of the OECD, notably the Trade Committee and the Competition Committee. The GRP holds an annual meeting (until recently two meetings per year was the norm) within the framework of the Horizontal Project on Regulatory Reform.⁴¹

130. There are also multiple cases of horizontal interactions in other areas of work within the OECD, though with a few exceptions these have tended to take place at the level of the Secretariat rather than involve delegates directly in any significant way. Cases of joint projects and activities⁴² have taken place in respect to the issue of promoting integrity and anti-corruption with:

- the Network of Fiscal Relations Across levels of government has involved members of SBO;
- the Working Group on Bribery through a forum and report relating to promoting integrity, public procurement and fighting corruption (2006);
- the Investment Committee in the shape of a joint project on Iraq (2008);
- the Development Assistance Committee (DAC Network on Governance and the Working Party on Aid Effectiveness) in the framework of the 2004 Global Forum on Governance.

40. The GRP is being evaluated in the framework of a separate exercise. Interactions with the Competition Committee and the Trade Committee, which take place via this body, are therefore not addressed here.

41. As a substantive OECD committee reporting directly to Council, the Group on Regulatory Policy is the object of a separate evaluation exercise, which examines in depth its performance between 2002 and 2007/08.

42. See below for the OECD-MENA Programme and the SIGMA Programme.

131. Largely at the Secretariat level, horizontal interactions have concerned:

- in the area of investment (Directorate for Financial and Enterprise Affairs), the provision of chapters on public governance and regulatory reform for the Policy Framework for Investment (2006-07) and of inputs into the Risk Management Tool for Investors in Weak Governance Zones (2005);
- the provision of methodological support and indicators on governance and statute of regulatory authorities to the Economics Department (ECO), in the framework of the ongoing development of Product Market Regulation Indicators (2003-04 and 2008);
- contributions to analyses of budgeting and public expenditures in the context of country peer reviews of economic policies, and to analyses of market-type-mechanisms (e.g. outsourcing, PPP, vouchers) in promoting structural reforms in context of cross-country structural policy analysis (ECO),
- work with the Centre for Tax Policy and Administration with respect to analyses of tax expenditures versus budgeting and public expenditures
- the development of the *Governance at a Glance* publication with ECO, Statistics Directorate, Directorate for Employment, Labour and Social Affairs and the Directorate for Education.

132. There are also informal and low-key interactions in the form of cross-participation of some delegates between the Network of Senior E-Government Officials and the ICCP, and co-ordination with regard to data collection on ICT usage by households (2005).

133. The Network of Senior Officials from Centres of Government does not have any formal linkages with other OECD substantive bodies, although it has informal linkages, via the Secretariat, with the Advisory Unit on Multidisciplinary Issues and the Statistics Directorate.

134. Meeting agendas, summaries and other documentation suggest that there is little reporting on cases of horizontal working that may be taking place between the Committee and other OECD bodies, and for many delegates outside the Working Party on Regulatory Management and Reform which interacts with other Committees via the GRP, this is not a particularly visible aspect of the Committee's work. However, feedback from OECD officials in the various directorates interviewed with regard to the examples of horizontal working listed above was uniformly positive.

3.2.6 *Global Relations activities*

135. The Global Relations dimension of the Committee's work, i.e. both at the level of the PGC and within its substructure, encompasses:

- Regular observerships for four non-Member economies (Brazil, Chile, Slovenia and latterly the Ukraine and Egypt), at the level of both the PGC and its substructure. Brazil and Chile have benefited from this status for the entirety of the period covered by the evaluation. Israel is a regular observer only in the Working Party of Senior Budget Officials (SBO).
- SBO's regional networks which have become well established over a substantial period of time in Asia, Africa, Latin America and more recently in Central and Eastern Europe. Furthermore, a large number of non-Member countries have been peer reviewed.
- Global Forums on Governance, of which three have taken place in the period covered by the evaluation, with work in the field of integrity in public procurement being the focus of the

2004 meeting, involving a contribution from DAC delegates, and the 2006 meeting, which was held back-to-back with a meeting of the Expert Group on Conflict of Interest.

- Policy dialogue with Russia and China, primarily in the context of regulatory reform.
- Regional programmes in the form of the South East Europe Regulatory Governance Initiative (2002-04) and the Governance Pillar of the OECD-MENA Programme (2005 onwards).
- More recently, the Accession and Enhanced Engagement processes.

136. Following the decentralisation of responsibility for Outreach, the PGC first discussed its global relations work programme in 2004 and in 2005 the PGC approved a *Strategy for Work with non-Members*.⁴³ An Outreach Task Force was established to support the Secretariat for strengthening outreach work, including in the areas of observerships. More recently, the PGC was requested by Council to review the quality of accession candidate countries' policies and institutions for public governance. Discussions took place in the PGC in autumn 2007 on how to move forward with regards to both the Accession and Enhanced Engagement processes.⁴⁴ The Outreach Task Force has also taken on a substantial role in the Accession process, including the development of the Building Blocks for Good Governance benchmarking framework which was validated by the PGC.

137. A non-negligible time slot is provided in the vast majority of PGC meetings to discuss issues relating to global relations, with activity reports also providing a detailed picture of these activities occurring at the sub-committee level.

138. The Global Relations activities of the SBO are the most extensive and longest standing of the Committee. A strong contribution is made to them by Working Party delegates who are actively involved in the Regional Networks, a prominent example being the current SBO Chair who also presides over the Asian Network.

139. The attendance of non-Member economies in the various bodies of the Committee has been consistently strong for some time in the case of the SBO and the Working Party on Regulatory Management and Reform. Non-Member economies participation is a very recent phenomenon in the case of EGOV and has been growing over time in the Expert Group on Conflict of Interest.

140. Among delegates, the Global Relations activities of the Committee are highly regarded and considered as one of its strong points. Events and related processes are viewed as being well prepared and implemented, and a considerable effort is made to provide feedback on their implementation. Furthermore, there appears to be a relatively good degree of delegate participation in these activities.

141. With regard to observerships, the participation of non-Member economies in the various sub-bodies is reported by delegates and OECD officials as providing a channel through which they make active and useful contributions to the work of the Committee. The opportunities to contribute to the Committee's

43. GOV/PGC(2004)21.

44. Two of the five accession candidates are regular observers throughout the Committee structure, as is one of the non-Member economies participating in the Enhanced Engagement process. In the framework of the Accession process, the PGC recently held preliminary discussions on Chile, Estonia and Slovenia's policies and institutions for public governance, with Slovenia's Minister of Public Administration presenting the country's public administration structure, priority public management areas and future reform activities [ECSS(2008)3].

work in the framework of observerships were also highly appreciated by representatives of non-Member economies.

142. The MENA region has seen a good deal of OECD activity in recent years due to the implementation of the *MENA Initiative on Governance and Investment for Development* which was launched in 2005. This initiative is composed of two programmes which are implemented in parallel, one of which is the *OECD-MENA Governance Programme*. Within the Programme there are six thematic working groups of which two are implemented by the UNDP and four by the OECD under the responsibility of the PGC:

- civil service and integrity;
- e-government and administrative simplification;
- governance of public finance;
- public service delivery, public private partnerships and regulatory reform.

143. Delegates from across the Committee structure have been actively solicited to contribute to the Programme and a good number of interviewees indicated that they had accepted to participate in its work, including taking appointments as co-chairs in the working groups.

144. Following the support expressed for the OECD-MENA Governance Programme, when its Steering Group met at Ministerial Level in 2007, and an internally conducted SWOT analysis⁴⁵ of the initiative, a second phase was launched for the 2008 to 2010 period. On the basis of a funding agreement with one of the donor agencies, an evaluation of the Programme's *implementation* is required during the programme period.⁴⁶

145. While the SIGMA Programme is outside the scope of this evaluation, feedback from the Secretariat and some delegates indicates that the network of experts on which the Programme can now call has to a large extent been built up through relations established with or through Committee delegates. Conflict of interest/integrity and budgeting are cited as being areas where there are "quite a lot of contacts". The recent extension of the European Neighbourhood Policy into the MENA region means that the SIGMA Programme is now being implemented in Morocco, Tunisia, Egypt and Jordan, requiring steps to be taken to ensure that duplication is avoided with the OECD-MENA Governance Programme.

3.2.7 *Interactions with other international organisations and stakeholders*

146. The PGC mandate states that it *shall maintain close working relationships with [...] other international institutions*. In this context, observerships, both *ad hoc* and regular, have been granted to other international organisations at the level of the Committee's sub-bodies, though not within the PGC itself. Interactions with other stakeholders are largely limited to the institutional social partners.

147. Within the Committee substructure, six organisations have observer status:

- in the Working Party of Senior Budget Officials (SBO) and two of its supporting networks, the World Bank and the IMF are *ad hoc* observers, both regularly sending representatives to attend meetings. The OECD Database on Budget Practices and Procedures and peer reviews

45. Strengths, Weaknesses, Opportunities and Threats.

46. Article 6 of the Agreement between SIDA and OECD on Support to the MENA Initiative on Governance and Investment for Development; the Governance for Development Programme, during 2008 to 2010.

of non-Member economies are examples of joint projects with the WB, while both the WB and the IMF contribute to the OECD Journal of Budgeting;

- in the Network of Senior E-Government Officials, the United Nations and the World Bank have the status of regular observer, though the UN has not attended a meeting since 2004 and the WB has only been present at one session over the period covered by the evaluation, in 2006, to provide expertise in the framework of the peer review of Turkey;
- in the Expert Group on Conflict of Interest, the World Bank, along with the Asian Development Bank, Inter-American Development Bank and the Organisation of American States (with which a memorandum of Understanding was signed in 2007) are *ad hoc* observers. The regional organisations are involved in the joint organisation and funding of regional events, and representatives of these organisations have occasionally attended Expert Group on Conflict of Interest meetings.

148. Beyond these core stakeholders, in the case of the SBO, specialist bodies are also active in the supporting networks, usually to provide specialist inputs, as in the case of the accounting institutions such as the International Federation of Accountants (IFAC) and the International Public Sector Accounting Standards Board (IPSASB). These bodies also participate in, and on occasion host, meetings of the SBO Financial Management Network. Civil society has also been represented through the presence of the International Budget Project, an umbrella body of NGOs.

149. Stakeholders beyond those previously listed do not tend to be invited to participate in the Expert Group on Conflict of Interest meetings since, according to an interviewee, “the presence of civil society representatives would reduce the potential of the Group” and their absence facilitates “frank and challenging discussions”. They are instead actively consulted on a project-by-project basis, for example during the development of the *Checklist for Enhancing Integrity in Public Procurement*. This consultation was viewed by a range of interviewees as being a successful process.

150. APEC is a stakeholder of the Committee in the context of a long-running joint project to develop and support the application of an integrated checklist of regulatory reforms in the Region.⁴⁷ The Inter-American Development bank and the World Bank have also been involved in the Global Relations dimension of the work of Working Party on Regulatory Management and Reform, notably the country reviews.

151. Feedback from representatives of other international organisations concerned by or involved in the activities of the Committee’s substructure was uniformly positive.

152. BIAC and TUAC⁴⁸ are key stakeholders of the Committee, primarily through their systematic participation in REG meetings. TUAC also participates in an annual consultation session with the PGC Bureau prior to the plenary session, the results of which are subsequently the object of a brief oral report to delegates by the Chair, often as part of introductory remarks to the meeting. The institutional social partners are also consulted on an *ad hoc* basis in the framework of specific projects conducted within the Committee substructure.

153. Representatives of both BIAC and TUAC were strongly appreciative of the way in which they are integrated into the work of the Committee.

47. Joint work in the Asian-Pacific region, conducted with APEC, is dealt with as part of the evaluation of the GRP.

48. TUAC co-ordinates its contribution to this area of work with Public Service International.

3.2.8 *Resources*

154. The share of the Part I Budget attributed to Output Areas 4.3.1 (Governance and Management of Public Institutions and Resources) and 4.2.3 (Regulatory Reform) amounts to 4.4%, most of which is allocated to the PGC and the bodies within its substructure. This makes the Committee one of the better endowed within the Organisation in terms of its long-term funding allocations.

155. Part I resources allocated to Output Area 4.3.1 have remained relatively stable in nominal terms since 2003, but these have been more or less matched by voluntary contributions in the latter period, leading to a substantial overall rise of funding for the Committee's work.

156. Total resources allocated to Output Area 4.2.3 have risen significantly since 2003, both in terms of Part I Budget and voluntary contributions, with VCs being exceptionally high in 2007.

157. In total, 27 Members have granted VCs to support the work of the Committee since 2003, as have two non-Member economies and two international organisations.

158. VC funding is spread across the different areas of work implemented by the Committee, with the largest sums being raised to finance its Global Relations activities, particularly the OECD-MENA Programme, which does not receive any Part I funding, the work of the Working Party of Senior Budget Officials in Output Area 4.3.1 and the Working Party on Regulatory Management and Reform (REG). In the case of REG, the large increase in VCs in 2007 in Output area 4.2.3 is due to two sizeable grants provided in the framework of monitoring regulatory instruments and institutions. Funding from Voluntary Contributions significantly outstrips that from the Part I Budget (by around 2 to 1 in the PWB 2007-08) in work on e-government and public employment and management.

159. The substantial increase in VCs in 2008 in Output Area 4.3.1 is mainly the result of large grants being made to finance the OECD-MENA Programme and the continued development of public services reviews.

Table 6 Financial data on Output Areas 4.3.1 (Governance and Management of Public Institutions and Resources) and 4.2.3 (Regulatory Reform)

	Output Area 4.3.1				Output Area 4.2.3			
	Part I Budgeted Resources (K EUR)	VCs (K EUR)	Total (K EUR)	Share of VCs	Part I Budgeted Resources (K EUR)	VCs (K EUR)	Total (K EUR)	Share of VCs
2003	2366	1064	3430	31.0%	694	89	783	11.4%
2004	2383	909	3292	27.6%	760	59	819	7.2%
2005	2412	3159	5571	56.7%	838	190	1028	18.5%
2006	2452	2125	4577	46.4%	822	425	1247	34.1%
2007	2368	2150	4493	47.9%	836	2450*	3286	74.6%
2008	2348	7803	10151	76.9%	853	146	989	13.8%
Change 2003-08	-0.8%			Change 2003-08	22.9%			

Source: GOV

*Two large grants from Members were received in 2007 for work to take place up to and including 2010.

160. While the number of officials financed through the Part I Staff Allocation is largely unchanged over the period covered by the evaluation, the rise in voluntary contributions in recent years is matched by a corresponding increase in the number of project posts in the Directorate.

Table 7 Human resource inputs (2002-08)

Year	2002	2003	2004	2005	2006	2007	2008**
Posts (FTEs)*							
Part 1 Staff Allocation	20.5	22.5	21.5	21.5	21	21	20
<i>Of which A posts</i>	13.5	15.5	14.5	16.5	16.5	15.5	15.5
Project posts	0	3	4	10	12	12	16
<i>Of which A posts</i>	0	3	4	10	11	12	15

Source: GOV

*Does not include posts at A6 and above and B3 level and below.

**At 30 June 2008.

3.2.9 Quality of Output Results

161. The results of the questionnaire survey in respect to the quality of Output Results produced in the 2002-04/05 period are presented in Table 8, while results of the PIR survey covering Output Results produced in 2005 and 2006 figure in Table 9. Quantitative results are synthesised in Table 10.⁴⁹

162. Results are presented in the form of an indicator of the percentage of Members assessing Output Results as being of *high* or *very high* quality. Based on the assumption that the work of the OECD should be widely considered by Members as being of good quality, a positive result for an Output Result is judged as two-thirds or more of Members' policymakers make this response. Qualitative data, where available, is presented in the form of comments and observations as a complement to the indicators.

163. Data collected through the evaluation survey covers the work of the Committee completed from 2002 to 2005. While the overall response rate to the survey is within the norm for this exercise, the Committee serves a diffuse policy community where officials frequently change post, with the result that in a number of cases Members were unable to provide a quality rating for all Output Results. Consequently, the non-response rate is relatively high.⁵⁰

164. In total, around two-thirds of the Committee's work (including Global Relations activities, which are addressed in the following section) over the review period is assessed as respecting the abovementioned quality threshold, while a number of them are close to it.

165. The highest quality Output Results as rated by national policymakers are as follows:

- Ministerial Level Meeting of the Public Governance Committee held in Rotterdam in 2005;

49. In the synthesis table, recurring Output Results are grouped, as are Output Results produced over a number of years that are closely related. They are listed in descending order according to the most recent impact rating, with those exceeding the impact threshold (in at least one year for recurring or multi-annual groupings) being marked in bold.

50. In both tables non-response rates of more than 33% are indicated.

- Report entitled *Management in Government : Feasibility Report on the Development of Comparative Data*;
- Five of the six meeting reports prepared for the Network of Senior Officials from Centres of Government;
- Recommendation of the Council on *OECD Guidelines for Managing Conflict of Interest in the Public Service* and associated products;
- Publications, reports and policy briefs in the area of public sector modernisation.

166. All the constituent bodies have contributed to some degree to this result. Similarly, they have all produced at least one Output Result at some time between 2002 and 2006 that falls below the quality threshold. This result is coherent with observation made by many delegates in the course of interviews that the analytical quality of the work was good and on some occasions excellent in all its work areas, but not consistently so.

Table 8 Quality of products in the areas of Governance and Management of Public Institutions and Resources and Regulatory Reform (2002-04/05)

Output Results	Main Contributors	Year	(% Members responding) High or Very High Quality	Comments
<p>Products in the area of increasing government transparency and accountability:</p> <ul style="list-style-type: none"> ➤ Meeting of the SBO (Washington) covering topics, some of which subsequently became published articles in the <i>Journal on Budgeting</i>: <ul style="list-style-type: none"> ○ Political Economy of Reforming Entitlement Programmes ○ Time Horizons in Budgeting (Volume 2, N°2) ○ Investing in Private Financial Assets to Address Longer-term Needs (Volume 2, N°2) ○ Budgeting in Finland (Volume 2, N°2) ○ Accrual Accounting and Budgeting: Key Issues and Recent Developments (Volume 3, N°1) ○ Agencies: Their Benefits and Risks (Volume 4, N°4) ➤ Peer review entitled <i>Budgeting in Finland</i> ➤ Symposium on the subject of <i>Accrual Accounting</i> (Paris) ➤ Symposium on the subject of the <i>Role of Parliaments/Parliamentary Scrutiny</i> (Paris) ➤ <i>OECD Journal on Budgeting</i> (Volume 1, N°4 and Volume 2, N°1 to 3) 	SBO	2002	69%	Non-response rate of 58%
<p>Products in the area of the organisation of decision making at the Centre of Government:</p> <ul style="list-style-type: none"> ➤ Meeting reports on the subject of <i>The Role of the State and its Shifting Scope in the Public/Private Sector Interface</i> (2002 – The Hague) ➤ Meeting reports on the subject of <i>Public Sector Modernisation: the Role of the Central Agencies</i> (2003 - Madrid) ➤ Meeting reports on the subject of <i>Using New Tools for Decision-Making: Impacts on Information, Communication and Organisation</i> (2004 - Istanbul) 	COG	2002-04	77%	The information provided by OECD products proved to be credible and consistent, having been used in multiple situations to support and complement the statement of processes in the public administration (Member). Non-response rate of 58%
<p>Products in the area of strengthening relations between government and civil society:</p> <ul style="list-style-type: none"> ➤ Publication entitled <i>Open Government: Fostering Dialogue with Civil Society</i> (2002) ➤ Publication entitled <i>Promise and Problems of E-democracy: challenges of online citizen engagement</i> (2002) ➤ OECD Policy Brief entitled <i>Engaging Citizens Online for Better Policy-making</i> (2003) ➤ Report entitled <i>Effective Open Government: Improving Public Access to Government Information</i> (2004) 	PGC	2002-04	57%	Non-response rate of 55%
<p>Products in the area of enhancing public sector capacity:</p> <ul style="list-style-type: none"> ➤ OECD Policy Brief entitled <i>Public Service as an Employer of Choice</i> (2002) ➤ Paper entitled <i>Highlights of Public Sector Pay and Employment Trends: 2002 Update</i> (2002) ➤ Report entitled <i>Managing Senior Management : Senior Civil Service Reform</i> (2003) ➤ Report entitled <i>Trends in Human Resources Management Policies in OECD countries. An Analysis of the results of the OECD Strategic Human Resources</i> (2004) ➤ Report entitled <i>Performance-Related Pay Policies for Government Employees: Main Trends in OECD Member Countries</i> (2004) 	PGC/PEMWP	2002-04	71%	Non-response rate of 45%

Output Results	Main Contributors	Year	(% Members responding) High or Very High Quality	Comments
Products in the area of regulatory governance: <ul style="list-style-type: none"> ➤ Peer Reviews of Government Capacity to Assure High Quality Regulation in Finland, Norway (2002), Germany, France (2003), Switzerland (2005) ➤ Article entitled <i>Regulatory Governance: Improving the Institutional Basis for Sectoral Regulators</i> (by César Córdova-Novion and Deirdre Hanlon OECD Journal of Budgeting, Vol. 2, n° 3, 2002) ➤ Report entitled <i>Regulatory Governance in a Multi-Level Framework</i> (2004) ➤ Seminar/proceedings from the OECD Expert Meeting on Designing Independent and Accountable Authorities for High Quality Regulation (London, 2005) 	REG	2002-05	68%	Non-response rate of 39%
Products in the area of regulatory performance: <ul style="list-style-type: none"> ➤ Publication entitled <i>OECD Reviews of Regulatory Reform Regulatory Policies in OECD Countries: From Interventionism to Regulatory Governance</i> (2002) ➤ Report entitled <i>Regulatory Impact Analysis Inventory</i> (2003) ➤ Proceedings from the OECD Expert Meeting on <i>Regulatory Performance Ex Post, Evaluation of Regulatory Policies</i> (2004) ➤ Analytical report entitled <i>Regulatory Quality Indicators: Methodological issues and Questionnaire</i> (2005) ➤ Analytical report entitled <i>Alternatives to Traditional Command and Control Regulation</i> (2005) 	REG	2002-05	53%	Non-response rate of 45%
OECD database on Budget Practices and Procedures	SBO	2003-present	53%	Non-response rate of 45%
Products in the area of increasing government transparency and accountability: <ul style="list-style-type: none"> ➤ Meeting of the SBO (Rome) and sessions on topics which subsequently became published articles in the <i>Journal on Budgeting</i>: <ul style="list-style-type: none"> ○ The Role of Fiscal Rules in Budgeting (Volume 3, N°3) ○ Countering Uncertainty in Budget Forecasts (Volume 3, N°1) ○ Budgeting in the United States (Volume 3, N°2) ○ Budgeting in Brazil (Volume 3, N°1) ○ The Performing State: Reflection on an Idea Whose Time Has Come But Whose Implementation Has Not (Volume 3, N°2) ○ Off-budget and Tax Expenditures (Volume 4, N°1) ○ OECD database on Budget Practices and Procedures ➤ Peer review entitled <i>Budgeting in Brazil</i> ➤ Peer review entitled <i>Budgeting in the United States</i> ➤ <i>OECD Journal on Budgeting</i> (Volume 2, N°4 and Volume 3, N°1 to 4) 	SBO	2003	60%	Non-response rate of 52%
Products in the area of e-government: <ul style="list-style-type: none"> ➤ Publication entitled <i>OECD E-Government Studies: The E-Government Imperative</i> (2003) ➤ Publication entitled <i>OECD E-Government Studies Finland</i> (2003) ➤ OECD Policy Briefs entitled <i>The e-Government Imperative: Main Finding, E-Government in Finland: An Assessment; Checklist for e-Government Leaders</i>, (2003) 	EGOV	2003-04	68%	I'm very impressed with the level of diligence that goes into the peer reviews and these are very good products (Delegate). The peer reviews are very good, though

Output Results	Main Contributors	Year	(% Members responding) High or Very High Quality	Comments
<ul style="list-style-type: none"> ➤ Symposiums on the subjects of <i>From Theory to Practice: Prioritising E-Government Action</i> (USA, 2003), <i>E-Government: Organising for Integration</i> (Portugal, 2003), <i>Identifying Common business processes: applying a government-wide perspective in order to make the most of e-government</i> (Mexico, 2004), <i>Making change happen: incentives, Partnership and commitment for transforming public administration</i> (Korea, 2004) ➤ Publication entitled <i>OECD E-Government Studies. Norway</i> (2004) 				are sometimes too detailed. There is also a need for processing of the knowledge in reports in general since they contain a lot of information and it can be difficult to find the right items (Delegate). Non-response rate of 39%
<p>Recommendation of the Council on <i>OECD Guidelines for Managing Conflict of Interest in the Public Service</i> and associated products:</p> <ul style="list-style-type: none"> ➤ Publication entitled <i>Managing Conflict of Interest in the Public Service: OECD Guidelines and Country Experiences</i> (2003) ➤ Publication entitled <i>Managing Conflict of Interest in the Public Service: A Toolkit</i> (2005) ➤ OECD Policy Brief entitled <i>OECD Guidelines for Managing Conflict of Interest in the Public Service</i> (2005) ➤ Publication entitled <i>Public Sector Integrity: A Framework for Assessment</i> (2005) 	Expert Group on Conflict of Interest	2003-05	77%	Non-response rate of 58%
<p>Products in the area of public sector modernisation:</p> <ul style="list-style-type: none"> ➤ Report entitled <i>The Learning Government: Introduction and Draft Results of the Survey of Knowledge Management Practices in Ministries/Departments/Agencies of Central Government</i> (2003) ➤ OECD Policy Briefs entitled <i>Changing Organisational Structures, Governing for Performance, Modernising Public Employment, and Open Government</i> (2003-05) ➤ Publication entitled <i>Modernising Government: The Way Forward</i> (2005) 	PGC/PEMWP	2003-05	75%	Non-response rate of 35%
<p>Products in the area of administrative simplification:</p> <ul style="list-style-type: none"> ➤ Publication entitled <i>From Red Tape to Smart Tape: Administrative Simplification in OECD Countries (2003)</i> ➤ Analytical report entitled <i>Red Tape Score board: Measuring and Comparing Administrative Burdens</i> (2005) ➤ Analytical report entitled <i>A review of the Standard Cost Model</i> (2005) ➤ Analytical report entitled <i>Administrative Simplification Policies in OECD Countries</i> (2005) 	REG	2003/05	62%	

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Output Results	Main Contributors	Year	(% Members responding) High or Very High Quality	Comments
<p>Publication entitled <i>Modernising Government: The Way Forward</i> (2005), including chapters drawing on the following reports, papers and policy briefs:</p> <ul style="list-style-type: none"> ➤ Paper entitled <i>Public Sector Modernisation: Governing for performance</i> (2003) ➤ Paper entitled <i>Public Sector Modernisation : Changing Organisations</i> (2003) ➤ Report entitled <i>Public Sector Modernisation: the Changing Role of the Centre</i> (2004) ➤ Report entitled: <i>Public Sector Modernisation: Modernising Accountability and Control</i> (2004) ➤ OECD Policy Briefs entitled <i>Changing Organisational Structures</i> (2004) and <i>Governing for Performance</i> (2004) 	PGC/SBO	2003-05	69%	Non-response rate of 58%
<p>Products in the area of increasing government transparency and accountability:</p> <ul style="list-style-type: none"> ➤ Meeting of the SBO (Madrid) covering topics, some of which subsequently became published articles in the <i>OECD Journal on Budgeting</i>: <ul style="list-style-type: none"> ○ Twenty-five Years of Budgeting Reform (Volume 4, N°1) ○ Issues in Accrual Budgeting (Volume 4, N°1) ○ Off-budget and Tax Expenditures (Volume 4, N°1) ○ Assessing Fiscal Risks through long-term Budget Projections (Volume 6, N°1) ○ Budgeting in Denmark (Volume 4, N°1) ○ Budgeting in Chile (Volume 4, N°2) ➤ Report entitled <i>Reallocation: The Role of Budget Institutions</i> ➤ Peer review entitled <i>Budgeting in Denmark</i> ➤ Peer review entitled <i>Budgeting in Chile</i> ➤ <i>OECD Journal on Budgeting</i> (Volume 4, N°1 to 3) 	SBO	2004	65%	Non-response rate of 45%

Source: Evaluation survey

Table 9 Quality of products in the areas of Governance and Management of Public Institutions and Resources and Regulatory Reform (2005-06)

Output Results	Main Contributors	Year	(% Members responding) High or Very High Quality	Comments
Meeting reports on the subject of <i>Governance in the Knowledge Society : Implications for Centres of Government</i>	COG	2005	53%	Non-response rate of 52%
Publication entitled <i>e-Government for Better Government</i>	EGOV	2005	71%	
Meeting of the Public Governance Committee at Ministerial Level	PGC	2005	82%	
Products in the area of enhancing public sector capacity <ul style="list-style-type: none"> ➤ Report entitled <i>Human resource management in Government: A summary retrospective and an agenda for action</i> ➤ Report entitled <i>Towards evidence based assessment of HRM in government: Survey of Strategic Human resources management in Government</i> ➤ Report entitled <i>Creating a new methodology for measuring employment in the public domain</i> 	PGC/PEMWP	2005	68%	
Report entitled <i>Management in Government : Feasibility Report on the Development of Comparative Data</i>	PGC	2005	75%	
Products in the area of public budgeting and expenditure <ul style="list-style-type: none"> ➤ Report entitled <i>Reallocation: The Role of Budget Institutions</i> ➤ Report entitled <i>The Role of Market-Type Mechanisms in the Provision of Public Services</i> ➤ Report entitled <i>Intergovernmental Transfers and Decentralised Public Spending</i> ➤ Report entitled <i>Using Performance Information for Managing & Budgeting: Challenges, Lessons & Opportunities</i> ➤ Peer review of Budgeting in Switzerland ➤ Peer review of Budgeting in Thailand ➤ <i>OECD Journal on Budgeting</i> (Volume 5, N°1 to 4) 	SBO	2005	63%	Non-response rate of 39%
Meeting reports in the area of the organisation of decision making at the Centre of Government on the subject of <i>leadership in managing risk</i>	COG	2006	73%	Non-response rate of 42%
Products in the area of preventing corruption and promoting integrity in the public service <ul style="list-style-type: none"> ➤ Publication entitled <i>Fighting Corruption and Promoting Integrity in Public Procurement</i> ➤ Publication entitled <i>Integrity in Public Procurement: Good Practice from A to Z</i> ➤ Report entitled <i>Guidelines for Managing Conflict of Interest in the Public Service: Report on Implementation</i> ➤ Non-member policy dialogue: <i>Assessment of conflict-of-interest laws and policies in SEE</i> 	Expert Group on Conflict of Interest	2006	64%	Public procurement checklist used in a training course for senior executives from developing countries.
Products in the area of e-Government <ul style="list-style-type: none"> ➤ Report entitled <i>E-Government as a Tool for Transformation. Report Outline and Methodology</i> ➤ Report entitled <i>Benefits Realisation Management</i> 	EGOV	2006	52%	

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Output Results	Main Contributors	Year	(% Members responding) High or Very High Quality	Comments
Products in the area of performance and impact measurement <ul style="list-style-type: none"> ➤ Publication entitled <i>Better Measurement of Government</i> ➤ Technical Paper entitled <i>How and Why should Government Activity be Measured in Government at a Glance</i> ➤ Technical Paper entitled <i>Issues in Outcome Measurement for Government at a Glance</i> 	PGC	2006	67%	
Reports on assessing capacity and efficiency in the context of an ageing population entitled <ul style="list-style-type: none"> ➤ <i>The Challenges of Managing Government Employees in the Context of an Ageing Population in OECD Member Countries</i> ➤ <i>Public sector pensions and the challenges of ageing in OECD member countries</i> ➤ <i>The governance of decentralised pay setting in OECD member countries</i> 	PGC/PEMWP	2006	58%	Non-response rate of 39%
Products in the area of regulatory reform: <ul style="list-style-type: none"> ➤ Analytical report entitled <i>Alternatives to Traditional Regulation</i> ➤ Publication entitled <i>Cutting Red Tape: National Strategies for Administrative Simplification</i> ➤ Publication entitled <i>Cutting Red Tape: Comparing Administrative burdens across countries.</i> ➤ Proceedings of the <i>International Forum on Regulation Inside Government</i> (Mexico) ➤ Article entitled <i>Indicators of Regulatory Management Systems</i> (Jacobzone, S., C. Choi and C. Miguet", <i>OECD Working Papers on Public Governance</i>, 2007/4) ➤ Peer Review of Government Capacity to Assure High Quality Regulation in Sweden (2006), Korea (Monitoring) (2006) ➤ Peer Review of multi level regulatory governance in Sweden (2006) 	REG	2006	67%	Non-response rate of 42%
Products in the area of public budgeting and expenditure <ul style="list-style-type: none"> ➤ Report entitled <i>Top-down Budgeting as a Tool for Central Resource Management</i> ➤ Report entitled <i>Overview of accrual accounting and budgeting practices in individual countries</i> ➤ Report entitled <i>Assessing Fiscal Risks through Long-Term Budget Projections</i> ➤ Peer Review of Budgeting in Norway ➤ Peer Review of Budgeting in Hungary ➤ Peer Review of Budgeting in Singapore ➤ Peer Review of Budgeting in Georgia ➤ Peer Review of Budgeting in Croatia ➤ <i>OECD Journal on Budgeting</i> (Volume 6, N°1 to 4) 	SBO	2006	70%	Non-response rate of 35%

Source: PIR.

Table 10 Synthesis of Quality Assessment Results

Output Results	Main Contributors	Year	(% Members responding) High or Very High Quality
Meeting of the Public Governance Committee at Ministerial Level	PGC	2005	82%
Report entitled <i>Management in Government : Feasibility Report on the Development of Comparative Data</i>	PGC	2005	75%
Publications, reports and policy briefs in the area of public sector modernisation, including <i>Modernising Government: The Way Forward</i> (2005)	PGC/PEMWP/SBO	2003-05	75%/69%*
Meeting reports in the area of the organisation of decision making at the Centre of Government	COG	2006	73%
		2005	53%
		2002-04	77%
Papers, reports and policy briefs in the area of enhancing public sector capacity	PGC/PEMWP	2005	68%
		2002-04	71%
Publications and papers in the area of performance and impact measurement	PGC	2006	67%
Meeting, journal, peer reviews and symposiums in the area of increasing government transparency and accountability	SBO	2006	70%
		2005	63%
		2004	65%
		2003	60%
		2002	69%
Peer reviews, reports, articles and seminars in the area of regulatory governance	REG	2002-05	68%
Publications, articles, reports, peer reviews and proceedings in the area of regulatory reform	REG	2006	67%
Recommendation of the Council on <i>OECD Guidelines for Managing Conflict of Interest in the Public Service</i> and associated products	Expert Group on Conflict of Interest	2006	64%
		2003-05	77%
Publications and reports in the area of administrative simplification	REG	2003/05	62%
Reports on assessing capacity and efficiency in the context of an ageing population	PGC/PEMWP	2006	58%
Publications, reports and policy briefs in the area of strengthening relations between government and civil society	PGC	2002-04	57%
OECD database on Budget Practices and Procedures	SBO	2003-present	53%
Publications, reports and meeting proceedings in the area of regulatory performance	REG	2002-05	53%
Publications, reports and symposiums in the area of e-government, including <i>e-Government for Better Government</i>	EGOV	2006	52%
		2005	71%
		2003-04	68%

Source: Evaluation survey and PIR.

3.2.10 *Quality of Global Relations events and other products*

167. The Committee is responsible for implementing a variety of Global relations activities, ranging from single events such as its Global Forum through to the Senior Budget Officials Regional Networks and sizeable multi-annual initiatives such as the OECD-MENA Governance Programme and the Regulatory Governance Initiative in South East Europe.

168. In the absence of the availability of any self-evaluations conducted by the Committee of its Global Relations activities as an input in to the evaluation exercise, the data used for this analysis is limited to a quality appreciation by a somewhat restricted number of Members and one non-Member economy. For the period preceding the 2005-06 Biennium only a handful of observations are available with the result that they have been grouped to cover all the activities concerned.

169. With these limitations in mind, it can be seen that more than one-half of these activities appear to be at least of high quality for two-thirds or more of Members in a position to make an assessment, with most of the remainder being close to the quality threshold of 66% (see Table 11).

Table 11 Quality of Global Relations events and other products

Output Results	Main contributors	Year	(% Members responding) High or Very High Quality	Observations
Global Forum on Governance: <i>Fighting Corruption and Promoting Integrity in Public Procurement</i>	Expert Group on Conflict of Interest	2004	79%	Policy makers in all four Member countries providing an assessment of the event indicated that it was of high or very high quality (non-response rate of 88%)
Meetings of the OECD- SBO Regional Networks	SBO	2002-06		In six of the eight Member countries where policymakers were in a position to make an assessment of the SBO Regional Network events, they were viewed as being of high or very high quality (non-response rate of 75%).
Seminars, conferences and reports of the Regulatory Governance Initiative in South East Europe (SEE)	REG / Investment Committee	2002-04		In three of the four Member countries where policymakers were in a position to make an assessment of the SEE Initiative, it was rated as being of high quality (non-response rate of 88%).
Conference to support China's efforts to improve its regulatory framework and environment in the context of its WTO accession	REG	2004		In two of the three cases where policymakers in Member countries were in a position to make an assessment of the conference, it was rated as being of high or very high quality (non-response rate of 90%).
Global Forum on Governance: ➤ Global Forum on Anti-Corruption: <i>Towards Participatory and Transparent Governance</i> ➤ Senior Budget Officials Regional Networks	Expert Group on Conflict of Interest / SBO	2005	79%	Rated as being of high quality by a non-Member economy with regular observer status. Non-response rate of 71%
Global Forum on Governance ➤ Global Forum on Governance: <i>Sharing Lessons on Promoting Good Governance and Integrity in Public Procurement</i> (France) ➤ Senior Budget Officials Regional Networks	Expert Group on Conflict of Interest / SBO	2006	64%	Non-response rate of 65%
MENA-OECD Governance Programme, including assessment of Baseline Scenarios, Country Action Plans, Strategic road-maps for implementation and monitoring, Meeting at Ministerial Level.	PGC and all sub-committees	2006	63%	Non-response rate of 39%
Policy Dialogue with China on promoting good governance, including the publication <i>China in the Global Economy: Governance in China</i> and a seminar on the subject of Corruption Prevention.	PGC	2005	62%	Non-response rate of 58%
Policy dialogue and peer reviews with non-member countries including: ➤ Publication entitled <i>Russia: Building Rules for the Market</i> ➤ Seminar on <i>Regulatory Policy and Tools for Trade, Investment and Governance in South East Europe (SEE)</i>	REG	2005-06	54%	Non-response rate of 58%

Source: Evaluation survey and PIR.

4. Policy impacts arising from the Committee's work

170. This section of the report examines the **effectiveness** of the Committee's work in terms of policy impacts primarily in Member countries resulting from the use of its Output Results by policymakers.

171. The analysis of effectiveness addresses the question of whether a committee is achieving its objectives through the *use* of Output Results and their *impact* on policy development, both in the short to medium-term, as well as over a longer-term horizon. The analysis concerns Output Results completed between 2002 and 2006.

172. Feedback from informed policymakers in Members countries was primarily used to make this analysis, collected from administrations via:

- a survey composed of three questionnaires covering the period 2002-04/5 with respect to the visibility, use and policy development impact of Output Results in Output Areas 4.2.3 and 4.3.1;
- the PIR survey covering the period 2005-06 with respect to policy development impact of Output Results in the two abovementioned Output Areas.

173. Data collected through the questionnaire survey covers the work of the Committee completed from 2002 to 2005. While the overall response rate to the survey is within the norm for this exercise, the Committee serves a diffuse policy community where officials frequently change post, with the result that in a number of cases Members were unable to provide an assessment for all Output Results. Consequently, the non-response rate is relatively high for many elements of the survey.⁵¹

174. The results of the questionnaire survey in respect to the awareness, use and impacts of Output Results produced in the 2002-04/5 period are presented below in Table 12 while results of the PIR exercise covering Output Results produced in 2005 and 2006 figure in Table 13. Quantitative results are synthesised in Table 14.⁵²

175. Quantitative results are presented in the form of indicators of the percentage of Members registering a *medium* to *very high* level of awareness, use and policy impacts. The main performance benchmark used is that a *medium* to *very high* policy impact is reported in 50% or more of Members responding to the survey.⁵³

176. Qualitative results from both the questionnaire surveys and the interviews are presented in the same tables in the form of observations and examples.

4.1 Analysis of effectiveness in the short to medium-term

177. The results of the evaluation survey and the PIR exercise show starkly different results, with impact being systematically higher for Output Results implemented in the framework of the 2005-06 Biennium (i.e. the period for which data was collected in the framework of the PIR exercise of 2007). This

51. Non-response rates of more than 33% are indicated.

52. In the synthesis table, recurring Output Results are grouped, as are Output Results produced over a number of years that are closely related. They are listed in descending order according to the most recent impact rating, with those exceeding the impact threshold (in at least one year for recurring or multi-annual groupings) being marked in bold.

53. The processing of data is explained in Annex II.

may be due, on the one hand, to the PIR exercise collecting data on both potential and actual impacts, while the evaluation survey focuses uniquely on actual impacts while unbundling them from the notion of use. It may therefore be that the potential for impact is subsequently not fully realised and/or the assessment made by some PIR respondents is more on the immediately tangible notion of use rather than impact, leading to an upwards bias for the 2005-06 period. On the other hand, the difference may also be due to a loss of organisational memory, since the evaluation survey covers the earlier 2002 to 2004/05 period, possibly leading to a downwards bias in the assessment of impacts. However, loss of organisational memory appears to have manifested itself primarily through a lower response rate than has been usual in previous in-depth evaluations. It could also be argued that more satisfied policymakers might be less motivated to reply to the evaluation questionnaire than those with an unfavourable view. A crosscheck with the results of the 2003 and 2005 MTO exercises, however, shows that there is no evident correlation between non-respondents to the evaluation survey and those Members indicating that they would like to see an increase in activity in the concerned Output Areas.

178. Taking the results of the evaluation survey and the PIR data at face value, they indicate a high level of awareness among policymakers of the Committee's Output Results produced over the 2002-06 period. Furthermore, where it is possible to assess the extent to which Output Results are being used, i.e. from 2002 to 2004/05, the vast majority were widely used by policymakers.

179. The high level of awareness and use of Output Results by Members' policymakers translates into widespread impacts on policy development, i.e. Output Results that have had, are having or have the potential for at least a *medium* impact on policy development in 50% or more of Member countries. Accordingly, more than four-fifths of Output Results are assessed as having at least a potential for impact corresponding with the aforementioned benchmark sometime during the period covered by the evaluation.⁵⁴

180. While all Committee bodies have achieved widespread impacts or have the potential to do so, those arising from the work conducted by the Network of Senior Officials from Centres of Government and the Public Employment and Management Working Party are not necessarily in alignment with the Committee's policy objectives, as previously discussed in the assessment of relevance.

181. Furthermore, the Network of Senior Officials from Centres of Government has the explicit networking objective within its mandate *to strengthen relations among peers in order to encourage them to exchange experiences and priorities*. However, as indicated in a previous analysis there has been a significant fall in participation of Member countries in the COG and it has been increasingly unable to attract its target audience to participate in meetings. It can therefore be concluded this objective has not been fully achieved.

182. The most highly rated Output Results in terms of impact are:

- Recommendation of the Council on *OECD Guidelines for Managing Conflict of Interest in the Public Service and associated products* (2006);
- report entitled *Management in Government : Feasibility Report on the Development of Comparative Data* (2005);
- reports in the area of enhancing public sector capacity (2005);

54. A number of examples of positive feedback from policymakers on the use and impact of some elements of the Committee's work was also supplied by the Secretariat, notably in the areas of integrity and conflict of interest, budgeting, e-government including country reviews, and regulatory governance.

- publications, articles, reports, peer reviews and proceedings in the area of regulatory reform (2006);
- reports on assessing capacity and efficiency in the context of an ageing population (2006);
- publications and papers in the area of performance and impact measurement (2006).

183. However, observations made by policymakers, including delegates, provide grounds for a more nuanced appreciation of the very positive results for the 2005-06 Biennium. On a number of occasions it was remarked that the potential for impact of the Committee's work was reduced due to it not paying enough attention to the form and communicating of products. Firstly, very little thought was given to making final documents accessible, operational and persuasive for end-users. Secondly, delivery tended to be assimilated to placing a document before delegates and obtaining their approval, without subsequent publicity or active dissemination to a wider audience.

4.2 *Analysis of effectiveness in the longer term*

184. Members' policymakers were asked to make an assessment of the longer term and more cumulative contribution of the work of the Committee to lasting policy development in the fields of *Governance and Management of Public Institutions and Resources*, and *Regulatory Reform*.

185. In both cases, in over seven out of ten Member countries replying to the questionnaire survey, policymakers indicated that the work of the Committee as a whole has been making a medium to high contribution to long-lasting policy change.

186. Comments made by Members replying to the survey indicate, amongst other things, that the Committee's work has the capacity *to give incentives for change and innovation* as well as *making a systemic overall contribution to the reform agenda* and *exerting a positive long-term influence by contributing to sustaining the political momentum for public administration reforms*. More specifically, in the area of budgeting, the work was cited as *shaping policy decisions* and *serve as a guide to the design of reforms*, for example through the introduction of programme budgeting in one Member country and a new structure for performance indicators at ministry level in another.

187. With respect to work on regulatory reform, numerous examples of long-term changes were provided by Members, including reshaping of regulatory frameworks, aligning practices with OECD recommendations, introducing new regulatory policies and tools, initiating policy dialogue on regulatory quality, and pushing forward the agenda concerning better regulation and the reduction of administrative burdens.

Table 12 Awareness, use and impact of products in the areas of Governance and Management of Public Institutions and Resources and Regulatory Reform (2002-04/05)

Output Result	Main Contributors	Year	(% Members responding)			Observations and examples of use and impacts on policy development
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High impacts on policy development	
<p>Products in the area of increasing government transparency and accountability:</p> <ul style="list-style-type: none"> ➤ Meeting of the SBO (Washington) covering topics, some of which subsequently became published articles in the <i>Journal on Budgeting</i>: <ul style="list-style-type: none"> ○ Political Economy of Reforming Entitlement Programmes ○ Time Horizons in Budgeting (Volume 2, N°2) ○ Investing in Private Financial Assets to Address Longer-term Needs (Volume 2, N°2) ○ Budgeting in Finland (Volume 2, N°2) ○ Accrual Accounting and Budgeting: Key Issues and Recent Developments (Volume 3, N°1) ○ Agencies: Their Benefits and Risks (Volume 4, N°4) ➤ Peer review entitled <i>Budgeting in Finland</i> ➤ Symposium on the subject of <i>Accrual Accounting</i> (Paris) ➤ Symposium on the subject of the <i>Role of Parliaments/Parliamentary Scrutiny</i> (Paris) ➤ <i>OECD Journal on Budgeting</i> (Volume 1, N°4 and Volume 2, N°1 to 3) 	SBO	2002	80%	57%	33%	<p>The Parliament is close to adopting a new fiscal responsibility law including enhanced regulation on transparency and accountability (Hungary).</p> <p>Experiences from other countries gave us an opportunity to understand the importance of the long-term time horizon in public finance planning. Starting from 2008, we adopted a triennial budget based on a proper planning, and not on mere projections (Italy).</p> <p>The recent development of accrual accounting in budgeting and reporting process in other OECD countries had considerable impact on the design of domestic public accounting system. The information listed here was referenced many times (Japan).</p> <p><i>Denmark</i> has introduced accrual accounting and budgeting - also with inspiration from OECD-work.</p> <p>Non-response rate 61%</p>
<p>Products in the area of the organisation of decision making at the Centre of Government:</p> <ul style="list-style-type: none"> ➤ Meeting reports on the subject of <i>the Role of the State and its Shifting Scope in the Public/Private Sector Interface</i> (2002 – The Hague) ➤ Meeting reports on the subject of <i>Public Sector Modernisation: the Role of the Central Agencies</i> (2003 - Madrid) ➤ Meeting reports on the subject of <i>Using New Tools for Decision-Making: Impacts on Information, Communication and Organisation</i> (2004 - Istanbul) 	COG	2002-04	71%	67%	50%	<p>There has been useful key information on areas such as: information society, client-oriented public services, administrative simplification, transparency and accountability. The Centre of Government concept was itself adopted in 2005 by the <i>Portuguese</i> legislation.</p> <p>All the reports have always been considered as qualified supports for the adoption of political decisions in the matters concerned by the topics (Italy).</p> <p>Non-response rate of 68%</p>

Output Result	Main Contributors	Year	(% Members responding)			Observations and examples of use and impacts on policy development
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High impacts on policy development	
<p>Products in the area of strengthening relations between government and civil society:</p> <ul style="list-style-type: none"> ➤ Publication entitled <i>Open Government: Fostering Dialogue with Civil Society</i> (2002) ➤ Publication entitled <i>Promise and Problems of E-democracy: challenges of online citizen engagement</i> (2002) ➤ OECD Policy Brief entitled <i>Engaging Citizens Online for Better Policy-making</i> (2003) ➤ Report entitled <i>Effective Open Government: Improving Public Access to Government Information</i> (2004) 	PGC	2002-04	50%	35%	29%	<p>Guidelines for promoting e-democracy approved by the Ministry for Technological Innovation in <i>Italy</i> in 2004 made reference to the OECD Policy Brief entitled <i>Engaging Citizens Online for Better Policy-making</i> (2003).</p> <p>These products contributed for new thinking, for resolving problems and for working together making policy in a contestable public sector environment, the nature for policy development itself, increasing the research and policy-making capability in the public sector and building whole-of-government policy (Mexico).</p> <p>A similar set of principles for citizens' consultation was adopted as government policy in 2006 (Netherlands).</p> <p>Inspiration as part of our work concerning E-democracy (Denmark).</p> <p>Non-response rate of 45%.</p>
<p>Products in the area of enhancing public sector capacity:</p> <ul style="list-style-type: none"> ➤ OECD Policy Brief entitled <i>Public Service as an Employer of Choice</i> (2002) ➤ Paper entitled <i>Highlights of Public Sector Pay and Employment Trends: 2002 Update</i> (2002) ➤ Report entitled <i>Managing Senior Management : Senior Civil Service Reform</i> (2003) ➤ Report entitled <i>Trends in Human Resources Management Policies in OECD countries. An Analysis of the results of the OECD Strategic Human Resources</i> (2004) ➤ Report entitled <i>Performance-Related Pay Policies for Government Employees: Main Trends in OECD Member Countries</i> (2004) 	PGC/PEM WP	2002-04	75%	55%	32%	<p>OECD's studies contributed to the former Presidential Office for Innovation to put in place strategies that benefit <i>Mexico's</i> economic, social and political agendas. In the framework of the strategic plan a first government-wide Professional Service Law was passed. OECD products in this area have also been used in the planning process to development of the Civil Service Program and the Human Resource Program for 2008-12.</p> <p>A new human resources management and a new regime of employment link, careers and remuneration of staff fulfilling public functions have been created, where some of the principles have taken into account OECD guidelines on these issues (Portugal).</p> <p><i>Hungary</i> has used some elements to support our development in this field.</p> <p>A translated version of <i>Performance-Related Pay Policies for Government Employees: Main Trends in OECD Member Countries</i> (2004) has been published commercially and widely used in a policy arena in <i>Japan</i>.</p> <p>The impact of some of these products has been supported through translation and an OECD-BMI workshop (Germany).</p> <p>These documents have provided inspiration and benchmarks when working on HRM issues and performance-related pay (Denmark)</p> <p>Non-response rate of 39%</p>

Output Result	Main Contributors	Year	(% Members responding)			Observations and examples of use and impacts on policy development
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High impacts on policy development	
<p>Products in the area of regulatory governance:</p> <ul style="list-style-type: none"> ➤ Peer Reviews of Government Capacity to Assure High Quality Regulation in Finland, Norway (2002), Germany, France (2003), Switzerland (2005) ➤ Article entitled <i>Regulatory Governance: Improving the Institutional Basis for Sectoral Regulators</i> (by César Córdova-Novion and Deirdre Hanlon OECD Journal of Budgeting, Vol. 2, n° 3, 2002) ➤ Report entitled <i>Regulatory Governance in a Multi-Level Framework</i> (2004) ➤ Seminar/proceedings from the OECD Expert Meeting on Designing Independent and Accountable Authorities for High Quality Regulation (London, 2005) 	REG	2002-05	77%	62%	47%	<p>Products used to provide a general background of the measures that foster high quality regulation, especially as in <i>Mexico</i> a similar scheme is being implemented: building a regulatory management system (Regulatory Policy); improving the quality of new regulations (COFEMER's tools for regulation flow); upgrading the quality of existing regulations (COFEMER's tools for regulation stock). Findings on the oversight bodies were taken up by the Federal Government and COFEMER was created as a "technical unit in the centre of government with capacities to support regulatory quality. In the area of electricity, water and gas key issues were identified in regard to the design of the institutional framework for economic regulation and the importance of cultural differences for the implementation of independent regulatory structures as in the case of COFEMER. The work helped in the defining of roles and responsibilities for the regulatory process, since co-operation with every level of government is one of the main issues for COFEMER, supporting the multilevel governance principles.</p> <p>Follow-up of OECD Review of Regulatory Reform in <i>Norway</i> had some impact : update/revision of guidelines and instructions on Impact Analysis; establishment of intra-ministerial panel on Impact Analysis; increased independence of regulators.</p> <p>The first part of the <i>Regulatory Governance in a Multi-Level Framework</i> (2004) report has inspired the construction of the Simplex Autárquico program, which is a simplification program that connects Central Government to Municipalities (Portugal).</p> <p>The products have been taken into account in the development of regulatory policies in the national multi-level regulatory framework. In 2007 a specific agreement on regulatory quality among the State the Regions and the local communities (Italy).</p> <p>Peer reviews represent a key output of the Working Party and while these reviews are particularly useful for the countries that are being reviewed, <i>Canada</i> nonetheless learns from best practices arising from other jurisdictions and is reflected in the policy discussions that take place on the development/implementation of its own regulatory policy.</p> <p>Especially the Peer review of <i>Switzerland</i> has a substantial impact on the development of Swiss economic policy.</p> <p>Used as an information source (France).</p> <p>Non-response rate of 39%</p>

Output Result	Main Contributors	Year	(% Members responding)			Observations and examples of use and impacts on policy development
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High impacts on policy development	
<p>Products in the area of regulatory performance:</p> <ul style="list-style-type: none"> ➤ Publication entitled <i>OECD Reviews of Regulatory Reform Regulatory Policies in OECD Countries: From Interventionism to Regulatory Governance</i> (2002) ➤ Report entitled <i>Regulatory Impact Analysis Inventory</i> (2003) ➤ Proceedings from the OECD Expert Meeting on <i>Regulatory Performance Ex Post, Evaluation of Regulatory Policies</i> (2004) ➤ Analytical report entitled <i>Regulatory Quality Indicators: Methodological issues and Questionnaire</i> (2005) ➤ Analytical report entitled <i>Alternatives to Traditional Command and Control Regulation</i> (2005) 	REG	2002-05	71%	65%	65%	<p>The reviews of Regulatory Impact Analysis practices have helped designing and implementing the <i>European Commission's</i> Impact Assessment tool.</p> <p>These documents assisted the <i>Mexican</i> government as they mention strategies to improve the tools implemented for regulatory reform, including RIA efforts. They also assisted the government on highlighting the importance of evaluating alternatives to traditional regulation because it is not always the best choice for solving certain issues.</p> <p>The findings of the Report «Alternatives to Traditional Command and Control Regulation», have influenced our Simplex Programme. In particular, in the design of Simplex initiatives, it is always considered if regulation is necessary or if there are alternative instruments that can be used instead (Portugal).</p> <p>High impact of regulatory quality indicators on the way regulatory policy has been developed in other to improve the regulatory performance according to these indicators (Italy).</p> <p>Impact especially from work about RIA and indicators (Switzerland).</p> <p>Used as a source of information when preparing implementation of the RIA system in the <i>Czech Republic</i>, the same with the last document.</p> <p>Used as information sources (France).</p> <p><i>Turkey</i> has introduced Regulatory Impact Analysis into the Turkish regulatory system following the recommendations of OECD (Report of Regulatory Reform Country Review) and benefited from the reports in question together with meetings about RIA.</p> <p>Non-response rate of 45%</p>
OECD database on Budget Practices and Procedures	SBO	2003-present	68%	58%	26%	<p>It is very interesting and useful for keeping us informed about the various budget practices in place in the OECD countries (Italy).</p> <p>Extensive coverage of information. It is food for thought (Japan).</p> <p>Good cross-country analysis that provides a benchmark for <i>Switzerland's</i> practices</p> <p>Non-response rate of 39%.</p>
<p>Products in the area of increasing government transparency and accountability:</p> <ul style="list-style-type: none"> ➤ Meeting of the SBO (Rome) and sessions on topics which subsequently became published articles in the <i>Journal on Budgeting</i>: <ul style="list-style-type: none"> ○ The Role of Fiscal Rules in Budgeting (Volume 3, N°3) ○ Countering Uncertainty in Budget Forecasts (Volume 3, N°1) ○ Budgeting in the United States (Volume 3, N°2) ○ Budgeting in Brazil (Volume 3, N°1) 	SBO	2003	76%	53%	27%	<p>The Parliament is close to adopting a new fiscal responsibility law including enhanced regulation on transparency and accountability (Hungary).</p> <p>A thorough analysis of fiscal rules has been carried out and the matter has been the object of a lively discussion. Rules allowing more flexibility in budget management have been recently introduced (Italy).</p> <p>Timely discussion on fiscal rules, because <i>Switzerland</i> introduced a fiscal rule at the time.</p> <p>Non-response rate of 52%.</p>

Output Result	Main Contributors	Year	(% Members responding)			Observations and examples of use and impacts on policy development
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High impacts on policy development	
<ul style="list-style-type: none"> ○ The Performing State: Reflection on an Idea Whose Time Has Come But Whose Implementation Has Not (Volume 3, N°2) ○ Off-budget and Tax Expenditures (Volume 4, N°1) ○ OECD database on Budget Practices and Procedures ➤ Peer review entitled <i>Budgeting in Brazil</i> ➤ Peer review entitled <i>Budgeting in the United States</i> ➤ <i>OECD Journal on Budgeting</i> (Volume 2, N°4 and Volume 3, N°1 to 4) 						
<p>Products in the area of e-government:</p> <ul style="list-style-type: none"> ➤ Publication entitled <i>OECD E-Government Studies: The E-Government Imperative</i> (2003) ➤ Publication entitled <i>OECD E-Government Studies Finland</i> (2003) ➤ OECD Policy Briefs entitled <i>The e-Government Imperative: Main Finding, E-Government in Finland: An Assessment; Checklist for e-Government Leaders</i>, (2003) ➤ Symposiums on the subjects of <i>From Theory to Practice: Prioritising E-Government Action</i> (USA, 2003), <i>E-Government: Organising for Integration</i> (Portugal, 2003), <i>Identifying Common business processes: applying a government-wide perspective in order to make the most of e-government</i> (Mexico, 2004), <i>Making change happen: incentives, Partnership and commitment for transforming public administration</i> (Korea, 2004) ➤ Publication entitled <i>OECD E-Government Studies. Norway</i> (2004) 	EGOV	2003-04	70%	60%	39%	<p>The OECD publication on the E-Government Imperative was the first of many OECD booklets dealing with the E-Government issues which, partly translated, analysed as a tutorial the problems that governments face in the process of implementation of E-Government. The studies on E-Government in Finland and Norway were invaluable in providing materials and discussions that helped the preparation and organisation of our own study. The Lisbon meeting allowed Member countries to learn from experiences on rather different structures and avoid pitfalls in their own governance of E-Government (Hungary).</p> <p>These publications have been one source in various strategies. Policymakers consider OECD publications the most reliable source at this field (Finland).</p> <p>The OECD studies on E-Government are important source of information and ideas in the process of designing strategies in this area (Slovak Republic).</p> <p>The products have inspired some of the initiatives adopted in <i>Portugal</i> regarding e-government practices as in the re-design of procedures and organisations in order to become more customer focused. The most important initiatives are expressed in SIMPLEX Program and also in Citizens Shop Network initiative. Some best practices from other countries have also inspired our programs.</p> <p>The results of the OECD e-government project have influenced different Italian policy guidelines. For example, in the our e-Government strategic document "Towards the National e-Government System: the Strategic Guidelines that were presented by the Minister for Reform and Innovation within Public Administration in January 2007, some of the objectives clearly addressed the guiding principles for successful e-government from the "e-government imperative" book, such as "Inter-agency collaboration", "Citizens engagement", "Accountability", and "Monitoring and evaluation" (Italy).</p> <p>OECD products in E-Government are used by <i>Mexican</i> policymakers to design our own. Digital government in 2001, only 170 government transactions were available online. By 2004, over 5000 transactions were available online. Most requests for</p>

Output Result	Main Contributors	Year	(% Members responding)			Observations and examples of use and impacts on policy development
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High impacts on policy development	
						<p>government information are currently handled online as well. The online government procurement system, www.compranet.gob.mx ISO 9000 was certified and recognised by the World Bank in that period. Almost by that time 30% of all government public requests were done through electronic channels. In 2004, the UN rated Mexico 4th among nations in the amount of online content and the Accenture Consulting Group announced in its e-government study that Mexico was one of the countries with highest progress in e-government.</p> <p>These documents are part of the <i>Danish</i> E-gov strategy.</p> <p>The findings and conclusions of our peer review are well appreciated and they have been used within the government alongside our own mid-term information strategy with which they shared some recommendations (Delegate).</p> <p>We learnt a lot about our national model from the country reviews (Delegate).</p> <p>Non-response rate of 42%</p>
<p>Recommendation of the Council on <i>OECD Guidelines for Managing Conflict of Interest in the Public Service</i> and associated products:</p> <ul style="list-style-type: none"> ➤ Publication entitled <i>Managing Conflict of Interest in the Public Service: OECD Guidelines and Country Experiences</i> (2003) ➤ Publication entitled <i>Managing Conflict of Interest in the Public Service: A Toolkit</i> (2005) ➤ OECD Policy Brief entitled <i>OECD Guidelines for Managing Conflict of Interest in the Public Service</i> (2005) ➤ Publication entitled <i>Public Sector Integrity: A Framework for Assessment</i> (2005) 	Expert Group on Conflict of Interest	2003-05	76%	60%	40%	<p>These documents give background knowledge for enhancing integrity in our country (Hungary).</p> <p>OECD Publications in the field of integrity and conflict of interest were used in the preparation and establishment of a (value-based) code of conduct for all civil servants and public employees in <i>Austria</i> which was released end of October 2008. They will also serve as guidelines for the implementation of the code.</p> <p>New measures for fighting corruption (including guarantees for whistleblowers) and a new public manager statute (including provisions related to incompatibilities and impediments) are both in line with the OECD guidelines on managing conflict of interest in the public service (Mexico).</p> <p>For the outline of the Federal Government Directive Concerning the Prevention of Corruption in the Federal Administration, in its version of 30 July 2004, the OECD Guidelines gave a good example together with regulations from the Länder and other countries. The OECD products are distributed to all persons concerned with the issue of prevention of corruption within the federal administration (Germany).</p> <p>Guidelines for good state employee practices have been published with the aim of developing deontological rules for ministers and members of parliament. (Iceland)</p> <p>Non-response rate of 52%;</p>

Output Result	Main Contributors	Year	(% Members responding)			Observations and examples of use and impacts on policy development
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High impacts on policy development	
<p>Products in the area of public sector modernisation:</p> <ul style="list-style-type: none"> ➤ Report entitled <i>The Learning Government: Introduction and Draft Results of the Survey of Knowledge Management Practices in Ministries/Departments/Agencies of Central Government</i> (2003) ➤ OECD Policy Briefs entitled <i>Changing Organisational Structures, Governing for Performance, Modernising Public Employment, and Open Government</i> (2003-05) ➤ Publication entitled <i>Modernising Government: The Way Forward</i> (2005) 	PGC/PEM WP	2003-05	76%	70%	50%	Non-response rate of 35%
<p>Products in the area of administrative simplification:</p> <ul style="list-style-type: none"> ➤ Publication entitled <i>From Red Tape to Smart Tape: Administrative Simplification in OECD Countries</i> (2003) ➤ Analytical report entitled <i>Red Tape Score board: Measuring and Comparing Administrative Burdens</i> (2005) ➤ Analytical report entitled <i>A review of the Standard Cost Model</i> (2005) ➤ Analytical report entitled <i>Administrative Simplification Policies in OECD Countries</i> (2005) 	REG	2003/05	86%	86%	75%	<p>Helped in the designing of the methodological approaches for the EU's simplification and administrative burdens reduction programmes (European commission).</p> <p><i>Mexico</i>, working jointly with OECD has implemented the Process for the Strengthening of Economic Competition and Regulatory Reform for Mexico's Competitiveness. This process entails the examination of existing laws and regulations in key sectors and the development of alternatives that either reduce or eliminate negative effects on competition and improve existing regulatory frameworks in order to achieve greater productivity and competitiveness based on OECD documents on red tape reduction. The document is helpful as it provides a shared and consistently implemented methodology to measure and compare administrative burdens in OECD member countries, supporting countries in realising the potential for economic growth hampered by red tape. Findings and recommendations aided the measurement and application of the Standard Cost Model. As the report provides some suggestions concerning ways in which the SCM could be adapted, the Process for the Strengthening of Economic Competition and Regulatory Reform for Mexico's Competitiveness toolkit included a draft proposal to use the Standard Cost Model for the Mexican case.</p> <p>Many policies adopted in <i>Portugal</i> regarding administrative simplification have been inspired on the OECD reports (such as the simplex initiatives and the measuring of simplification initiatives with Standard Cost Model).</p> <p>The products have supported the diffusion of administrative simplification practices and influenced the introduction of ex post and ex ante tools , e.g. Standard Cost Model, electronic procedures etc. (Italy).</p> <p>All the 2005 reports of this category and, to some limited extent, the report "From red tape to smart tape" were thoroughly studied, referenced to policy documents addressed to high governmental officials and finally used to draft the terms of reference for projects undertaken in the framework of the 4th programmatic period 2007 – 2013 aiming to the reduction of administrative burdens (Greece).</p>

Output Result	Main Contributors	Year	% Members responding			Observations and examples of use and impacts on policy development
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High impacts on policy development	
						<p>OECD work on administrative simplification provided useful insight to what other jurisdictions are doing to reduce administrative burden domestically. Learning from such best practices helped shaped <i>Canada's</i> approach to administrative simplification and led to the creation of the Paperwork Burden Reduction Initiative (PBR1), which involves measuring the costs and impact of regulatory compliance on small business and pursuing opportunities to reduce, rationalize and simplify regulatory requirements across federal departments and agencies.</p> <p>Used as a source of information in the process of preparation of the Better regulation Strategy in the <i>Czech Republic</i> as well as the programme on administrative burden reduction.</p> <p><i>Denmark</i> uses the model and targets of reducing administration burdens.</p> <p><i>Turkey</i> has started a new program about administrative simplification in the public administration, and also <i>Turkey</i> is implementing a project about how the standard cost model can be conducted over the public services.</p> <p>This work has had a certain impact since the Prime Minister's Office set up a measurement office in 2007 and participated in all the international actions in this context (Belgium)</p> <p>Non-response rate of 35%.</p>
<p>Publication entitled <i>Modernising Government: The Way Forward</i> (2005), including chapters drawing on the following reports, papers and policy briefs:</p> <ul style="list-style-type: none"> ➤ Paper entitled <i>Public Sector Modernisation: Governing for performance</i> (2003) ➤ Paper entitled <i>Public Sector Modernisation : Changing Organisations</i> (2003) ➤ Report entitled <i>Public Sector Modernisation: the Changing Role of the Centre</i> (2004) ➤ Report entitled: <i>Public Sector Modernisation: Modernising Accountability and Control</i> (2004) ➤ OECD Policy Briefs entitled <i>Changing Organisational Structures</i> (2004) and <i>Governing for Performance</i> (2004) 	PGC/SBO	2003-05	63%	53%	36%	<p>The theme of performance has been useful for starting a real measurement of public sector effectiveness through appropriate performance indicators (Italy).</p> <p>The translated version of <i>Modernising Government: The Way Forward</i> (2005) has been published commercially and widely used in a policy arena in <i>Japan</i>.</p> <p>Non-response rate of 55%</p>

Output Result	Main Contributors	Year	(% Members responding)			Observations and examples of use and impacts on policy development
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High impacts on policy development	
<p>Products in the area of increasing government transparency and accountability:</p> <ul style="list-style-type: none"> ➤ Meeting of the SBO (Madrid) covering topics, some of which subsequently became published articles in the <i>OECD Journal on Budgeting</i>: <ul style="list-style-type: none"> ○ Twenty-five Years of Budgeting Reform (Volume 4, N°1) ○ Issues in Accrual Budgeting (Volume 4, N°1) ○ Off-budget and Tax Expenditures (Volume 4, N°1) ○ Assessing Fiscal Risks through long-term Budget Projections (Volume 6, N°1) ○ Budgeting in Denmark (Volume 4, N°1) ○ Budgeting in Chile (Volume 4, N°2) ➤ Report entitled <i>Reallocation: The Role of Budget Institutions</i> ➤ Peer review entitled <i>Budgeting in Denmark</i> ➤ Peer review entitled <i>Budgeting in Chile</i> ➤ <i>OECD Journal on Budgeting</i> (Volume 4, N°1 to 3) 	SBO	2004	74%	59%	35%	<p>The Parliament is close to adopting a new fiscal responsibility law including enhanced regulation on transparency and accountability (Hungary).</p> <p>Accrual accounting and the introduction of international standards for public accounting have been discussed in depth (Italy).</p> <p>Accruals (again) and reflections upon Budgeting in <i>Denmark</i> has influenced the internal debate in the Ministry of Finance.</p> <p>Non-response rate of 45%.</p>

Source: Evaluation survey.

Table 13 Awareness and impact of products in the areas of Governance and Management of Public Institutions and Resources and Regulatory Reform (2005-06)

Output Result	Main Contributors	Year	(% Members responding)			Observations and examples of use and impacts on policy development
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High impacts on policy development	
Meeting reports on the subject of <i>Governance in the Knowledge Society : Implications for Centres of Government</i>	COG	2005	93%	NA	87%	Non-response rate of 51.6%
Publication entitled <i>e-Government for Better Government</i>	EGOV	2005	90%	NA	81%	
Meeting of the public Governance Committee at Ministerial Level	PGC	2005	96%	NA	74%	
Products in the area of enhancing public sector capacity: <ul style="list-style-type: none"> ➤ Report entitled <i>Human resource management in Government: A summary retrospective and an agenda for action</i> ➤ Report entitled <i>Towards evidence based assessment of HRM in government: Survey of Strategic Human resources management in Government</i> ➤ Report entitled <i>Creating a new methodology for measuring employment in the public domain</i> 	PGC/PEMWP	2005	91%	NA	87%	
Report entitled <i>Management in Government : Feasibility Report on the Development of Comparative Data</i>	PGC	2005	92%	NA	88%	
Products in the area of public budgeting and expenditure: <ul style="list-style-type: none"> ➤ Report entitled <i>Reallocation: The Role of Budget Institutions</i> ➤ Report entitled <i>The Role of Market-Type Mechanisms in the Provision of Public Services</i> ➤ Report entitled <i>Intergovernmental Transfers and Decentralised Public Spending</i> ➤ Report entitled <i>Using Performance Information for Managing & Budgeting: Challenges, Lessons & Opportunities</i> ➤ Peer review of Budgeting in Switzerland ➤ Peer review of Budgeting in Thailand ➤ <i>OECD Journal on Budgeting</i> (Volume 5, N°1 to 4) 	SBO	2005	86%	NA	86%	
Meeting reports in the area of the organisation of decision making at the Centre of Government on the subject of <i>leadership in managing risk</i>	COG	2006	87%	NA	73%	Non-response rate of 51.6%
Products in the area of preventing corruption and promoting integrity in the public service: <ul style="list-style-type: none"> ➤ Publication entitled <i>Fighting Corruption and Promoting Integrity in Public Procurement</i> ➤ Publication entitled <i>Integrity in Public Procurement: Good Practice from A to Z</i> ➤ Report entitled <i>Guidelines for Managing Conflict of Interest in the Public Service: Report on Implementation</i> ➤ Non-member policy dialogue: Assessment of conflict-of-interest laws and policies in SEE 	Expert Group on Conflict of Interest	2006	96%	NA	89%	

Output Result	Main Contributors	Year	(% Members responding)			Observations and examples of use and impacts on policy development
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High impacts on policy development	
Products in the area of e-Government: <ul style="list-style-type: none"> ➤ Report entitled <i>E-Government as a Tool for Transformation. Report Outline and Methodology</i> ➤ Report entitled <i>Benefits Realisation Management</i> 	EGOV	2006	91%	NA	73%	
Products in the area of performance and impact measurement: <ul style="list-style-type: none"> ➤ Publication entitled <i>Better Measurement of Government</i> ➤ Technical Paper entitled <i>How and Why should Government Activity be Measured for Government at a Glance</i> ➤ Technical Paper entitled <i>Issues in Outcome Measurement for Government at a Glance</i> 	PGC	2006	92%	NA	81%	
Reports on assessing capacity and efficiency in the context of an ageing population entitled: <ul style="list-style-type: none"> ➤ <i>The Challenges of Managing Government Employees in the Context of an Ageing Population in OECD Member Countries</i> ➤ <i>Public sector pensions and the challenges of ageing in OECD member countries</i> ➤ <i>The governance of decentralised pay setting in OECD member countries</i> 	PGC/PEMWP	2006	91%	NA	83%	
Products in the area of regulatory reform: <ul style="list-style-type: none"> ➤ Analytical report entitled <i>Alternatives to Traditional Regulation</i> ➤ Publication entitled <i>Cutting Red Tape: National Strategies for Administrative Simplification</i> ➤ Publication entitled <i>Cutting Red Tape: Comparing Administrative burdens across countries.</i> ➤ Proceedings of the International Forum on Regulation Inside Government (Mexico) ➤ Article entitled <i>Indicators of Regulatory Management Systems</i> (Jacobzone, S., C. Choi and C. Miguet", OECD Working Papers on Public Governance, 2007/4) ➤ Peer Review of Government Capacity to Assure High Quality Regulation in Sweden (2006), Korea (Monitoring) (2006) ➤ Peer Review of multi level regulatory governance in Sweden (2006) 	REG	2006	90%	NA	85%	Non-response rate of 35.5%
Products in the area of public budgeting and expenditure: <ul style="list-style-type: none"> ➤ Report entitled <i>Top-down Budgeting as a Tool for Central Resource Management</i> ➤ Report entitled <i>Overview of accrual accounting and budgeting practices in individual countries</i> ➤ Report entitled <i>Assessing Fiscal Risks through Long-Term Budget Projections</i> ➤ Peer Review of Budgeting in Norway ➤ Peer Review of Budgeting in Hungary ➤ Peer Review of Budgeting in Singapore ➤ Peer Review of Budgeting in Georgia ➤ Peer Review of Budgeting in Croatia ➤ <i>OECD Journal on Budgeting</i> (Volume 6, N°1 to 4) 	SBO	2006	83%	NA	78%	

Source: PIR.

Table 14 Synthesis of Awareness, Use and (Potential) Impact Assessment Results

Output Result	Main Contributors	Year	(% Members responding)		
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High (potential) impacts on policy development*
Recommendation of the Council on <i>OECD Guidelines for Managing Conflict of Interest in the Public Service and associated products</i>	Expert Group on Conflict of Interest	2006	96%	NA	89%
		2003-05	76%	60%	40%
Report entitled <i>Management in Government : Feasibility Report on the Development of Comparative Data</i>	PGC	2005	92%	NA	88%
Reports in the area of enhancing public sector capacity	PEMWP	2005	91%	NA	87%
		2002-04	75%	55%	32%
Publications, articles, reports, peer reviews and proceedings in the area of regulatory reform	REG	2006	90%	NA	85%
Reports on assessing capacity and efficiency in the context of an ageing population	PGC/PEMWP	2006	91%	NA	83%
Publications and papers in the area of performance and impact measurement	PGC	2006	92%	NA	81%
Meeting, journal, peer reviews and symposiums in the area of increasing government transparency and accountability	SBO	2006	83%	NA	78%
		2005	86%	NA	86%
		2004	74%	59%	35%
		2003	76%	53%	27%
		2002	80%	57%	33%
Products in the area of administrative simplification	REG	2003/05	86%	86%	75%
Meeting of the Public Governance Committee at Ministerial Level	PGC	2005	96%	NA	74%
Publications, reports and symposiums in the area of e-government, including <i>e-Government for Better Government</i>	EGOV	2006	91%	NA	73%
		2005	90%	NA	81%
		2003-04	70%	60%	39%
Meeting reports in the area of the organisation of decision making at the Centre of Government	COG	2006	87%	NA	73%
		2005	93%	NA	87%
		2002-04	71%	67%	50%
Products in the area of regulatory performance	REG	2002-05	71%	65%	65%
Publications, reports and policy briefs in the area of public sector modernisation, including <i>Modernising Government: The Way Forward (2005)</i>	PGC/PEMWP/SBO	2003-05	76%/63%*	70%/53%*	50%/36%*
Products in the area of regulatory governance	REG	2002-05	77%	62%	47%
Products in the area of strengthening relations between government and civil society	PGC	2002-04	50%	35%	29%
OECD database on Budget Practices and Procedures	SBO	2003-present	68%	58%**	26%

Source: Evaluation survey and PIR.

* The left hand and right hand figures are calculated using data from the PGC and PEMWP policy communities, and the SBO policy community, respectively.

**By convention, the use and impact of Output Results belonging to the category of Statistics and Indicators are considered as being indistinguishable. Consequently, the focus of the assessment is on the extent to which this type of Output Results is used.

ANNEX II

METHODOLOGY

1. Approach and implementation

188. This In-depth Evaluation was conducted between July 2008 and February 2009. The focus of the exercise is on the Output Results for which the Committee and its sub-committees are accountable, as well as the policy use and impacts resulting from them. It covers the period as of 2002 to 2008. The following documents present the basic methodological framework used to guide the exercise:⁵⁵

- *Implementing In-depth Evaluation of OECD Committees* [C/ESG(2005)1];
- *In-depth Evaluation of OECD Committees. Terms of Reference* [CEV(2009)1].

189. The following data collection tools and sources of data were mobilised in the course of the evaluation:

- **a survey** composed of three questionnaires addressed to relevant policymakers in Member-country governments and the European Commission. The questionnaires were sent to the Permanent Delegations which were requested to forward them to the relevant ministries, agencies, etc. Data collected through the questionnaire surveys reflect informed opinions of policymakers in Capitals. The following responses rates were obtained
 - **Questionnaire N°1** - Public Governance Committee (PGC), Network of Senior officials from Centres of Government (COG), Network of Senior E-Government Officials (EGOV), Public Employment and Management Working Party (PEMWP) Expert Group on Conflict of Interest - 25 Members returned questionnaires corresponding with a response rate of 80.6%, or 61.4% when weighted by Members' contributions;
 - **Questionnaire N°2** – Working Party of Senior Budget Officials (SBO) – 23 Members returned questionnaires corresponding with a response rate of 74.2%, or 60.3% when weighted by Members' contributions;
 - **Questionnaire N°3** – Working Party on Regulatory Reform and Management (REG) – 25 Members returned questionnaires corresponding with a response rate of 80.6%, or 62.4% when weighted by Members' contributions
- **interviews** with delegates, OECD officials and representatives of other stakeholders (72 in total). Members of the Committee bureau and chairs of its sub-committees were systematically interviewed. Other delegates were invited at random to participate in an interview. Interviewees from among OECD officials were selected on the basis of recommendations from management. Data collected in interviews consist both of highly informed opinions and factual descriptions;
- **review of existing data and documentation** (i.e. secondary data), in particular

55. As modified by C(2006)98 & C/M(2006)12, C(2006)124/REV1 & C/M(2006)16, and C(2008)9 & C/M(2008)4.

- mandates;
- summary reports of meetings;
- other key documents relating to the body's Work Programme;
- Programme of Work and Budget (PWB) 2005-2006;
- Mid-term Prioritisation Exercise 2003 (MTP),⁵⁶
- Medium term Orientations Exercises (MTO) 2005 and 2007.

190. The analysis of data took three forms:

- data generated by the survey questionnaire were mainly quantitative in nature and were the object of a basic statistical analysis;
- data generated by the interviews were analysed to look for explanations of various phenomena primarily related to the functioning of the body and concrete examples of the influence of Output Results on policymaking for Members. The results of these analyses are presented in this report in such a way as to highlight the salient tendencies that emerge from interviews, or conversely, to highlight where there is a strong polarisation of viewpoints. Interview data are not attributed to individual interviewees, thus respecting their right to confidentiality. Where relevant, interview data are attributed to categories of interviewees (i.e. delegates, OECD officials, policymakers, other stakeholders);
- the results of the above analyses along with secondary data are analysed qualitatively with respect to the evaluation criteria and questions using a pattern matching approach.

2. Evaluation criteria and ratings

191. Committee performance is assessed by the Evaluation Committee and presented in a standardised form of qualitative rating of in respect to the evaluation criteria using the following scale: very low, low, medium, high, or very high.

192. The evaluation criteria correspond with those widely used by evaluation practitioners and are adapted to the specific situation of evaluating OECD committees. Their definition and how ratings are made are described below.

2.1 *Relevance*

193. The evaluation criterion of relevance is defined *as whether a committee is addressing Member governments' and the European Commission's policy needs and is likely to continue to do so in the medium term.*

194. The assessment of relevance draws on three major components:

- the results of the MTO/MTP exercises provide a picture of the relevance of a particular policy area (defined as a PWB Output Area) for which a committee is wholly or partially responsible;
- the degree of capital-based delegate participation (i.e. the proportion of capitals represented by home-based rather than delegation-based delegates) and the interest of a wider range of stakeholders provide broad picture of the relevance of the work being done in a committee;

56. Exercise on Core Work and Medium-term Priorities [C(2003)202].

- the extent to which the explicitly stated policy objectives (within the PWB and/or mandate) of a committee correspond, and will continue to correspond in the medium term, with the needs of policymakers in Member countries.

195. Concerning the first two elements, which are part of a broad assessment of the overall relevance of a committee's work, the MTO/MTP exercise has the highest weight. The assessment of the relevance of committee objectives is given the same weight of the first two elements combined.

196. As a result, when most of the objectives of a committee are not addressing important issues for Members' policymakers, it will initially receive a low rating which would be modulated by the MTO/MTP results, the degree of capital based participation. The interest of wider stakeholders may also be taken into account, as necessary. Similarly, when most objectives are aligned with policy issues of high importance, the initial rating will be high, to be eventually modulated as above.

197. A second level of analysis of questionnaire data is undertaken, as necessary, which involves looking at the extent to which objectives are identified as corresponding with *rising* policy needs.

198. It should be noted that a low rating in respect to the criterion of relevance does not necessarily call into question the importance of a particular policy area to the OECD as an organisation (it is the MTO/MTP exercise that performs this function), but raises issues about what a committee's work in the policy area is aiming to achieve.

2.2 *Efficiency*

199. The evaluation criterion of efficiency is defined *as whether a Committee is optimising the relation between its financial and human resource inputs and the quality of its Output Results, with a particular emphasis on its orientation and functioning as key factors.*

200. The assessment of efficiency draws on the following major components:

- an analysis of the extent to which a committee provides itself with sufficiently clear orientations and functions in a satisfactory manner. The major elements considered in this context are:
 - the contents of the mandate (i.e. as a minimum presenting a series of policy objectives and describing the means by which a committee intends to achieve them);
 - the prioritisation of projects (including the respect of resource constraints on implementing the resulting work programme);
 - co-ordination between a parent body and its substructure (ensuring optimal functioning of a committee as a whole);
 - a committee's working methods (and their consequences for the conducting of its work/implementation of its Work Programme);
 - interactions with other OECD committees (how well, to what effect, etc.);
 - interactions with organisations outside the OECD (how well, to what effect, etc.);
 - resources;
- an assessment of the quality of Output Results.

201. An Output Result is considered positively if two-thirds of Members replying to the survey score it as being of at least *high* quality. Where comments on the quality of Output Results are provided

(primarily by other stakeholders) these give an illustration of the attributes of Output Results from a broader perspective.

202. To arrive at an overall assessment, the proportion of Output Results rated positively in quality terms is compared against the draw of the committee on the Part I budget, and problems/satisfactory practices related to its orientation or functioning are factored in to the analysis. By way of an example, for a committee with a moderate Part I budget allocation (e.g. situated in the 3rd quintile of Output Areas) to have a medium rating with respect to the criterion of efficiency, it would generally need to have around 50% of its Output Results rated as being of high quality, while at the same time not encountering any serious operational difficulties.

2.3 *Effectiveness*

203. The evaluation criteria of effectiveness relates to the extent to which a committee's work has had policy impacts and their long-lasting nature. It is defined as *whether Output Results are being widely used and if they are bringing about widespread policy development impacts [and if they are] contributing towards long-lasting changes in Member governments' and the European Commission's policy.*

204. The assessment draws mainly on data generated by the questionnaire survey and the PIR exercise and follows a logical chain of reasoning: for policy development impacts to occur, Output Results have to be used by policymakers, and for them to be used, policymakers must at the very least be aware that they exist.

205. A broad notion of policy development impacts is used as illustrated in questionnaires received by policymakers on the basis of a committee's own description of the type of policy impacts that it intends to bring about. A similar illustration of the sort of use that Output Results are likely to be put to is also provided in the questionnaire.

206. Data from questionnaires is processed and categorised as responses ranging from *very low* to *very high*. The benchmark for an Output Result to have a positive result is that it has at least a *medium* impact on policy development in one-half or more of Member countries.

207. Observations and examples of use provided by policymakers via the questionnaire and other stakeholders via interviews are provided alongside the quantitative results.

208. For the overall assessment of effectiveness, a committee which has around 50% of its Output Results corresponding with the abovementioned benchmark would be given a medium rating. This would be modulated on the basis of the extent to which its policy impacts are long lasting (the benchmark for this dimension is that one-half or more of responses state that long-lasting policy changes are underway and that the OECD's contribution to this dynamic is either *medium* or *high*). It may also be modulated on the basis of other factors, for example the degree of coherence between the Output Results being produced by a committee and its policy objectives.

209. When Output Results by their nature do not necessarily have a distinct impact, as in the case of statistics, they are assessed against the abovementioned benchmark on the basis of their use by policymakers.

210. In the case of policy fields where EU Member States policymaking role is shared to a great extent with the European Commission, assessments of these countries of the use of Output Results are used instead of their impacts.

3. Questionnaire and PIR Survey

3.1 Responses

211. Seventy-three questionnaires in total were completed and returned by Members' policymakers. The ministries, departments and agencies having contributed to the survey are listed in the tables below.

3.1.1 Questionnaire N°1

Australia	Public Service Commission	
Austria	Federal Chancellery	Civil Service and Administrative Reform Department
Belgium	Federal Public Service Personnel and Organisation	International Coordination Department
Denmark	Ministry of Finance	Deputy Permanent Secretary's Office
European Commission	Directorate-General for Personnel and Administration	Unit B.5: Social Dialogue, Enlargement and Relations with National Public Administrations
Finland	Ministry of Finance Prime Minister's Office	Public Management Department Budget Department
France	Ministry of Justice Ministère du Budget, des Comptes Publics et de le Fonction Publique	Service Central de la Prévention de le Corruption Direction Générale de la Modernisation Direction Générale de l'Administration et de la Fonction Publique
Germany	Federal Ministry of the Interior	Division O 5
Greece	Interior	Special Implementation Unit, Strategic Planning Division
Hungary	Ministry of Justice and Law Enforcement Prime Minister's Office	State Secretariat for ICT and e-Government
Iceland	Finance	Financial Management Department Personnel Policy Department
Italy	Presidency of the Council of Ministers	Department of Public Administration
Japan	OECD permanent delegation	
Luxembourg	Ministry of Civil Service and Administrative Reform	
Mexico	Ministry of Public Administration	Administrative Efficiency and Good Government e-Government and IT Policy Unit Human Resources and Professionalisation Unit Control and Evaluation Department
Netherlands	Ministry of the Interior and Kingdom Relations Ministry of General Affairs	Public Governance Department Public Employment Department Public Sector Employment Department Constitution Department Prime Minister's Department
New Zealand	Ministry of Foreign Affairs and Trade	Economic Division
Norway	Ministry of Government Administration and Reform Finance	
Poland	Ministry of finance	Public Finance Reform Department

Portugal	Ministry of Finance and Public Administration Presidency of the Council of Ministers Secretariat of State for Administrative Modernisation	Directorate for Administration and Public Employment
Slovak Republic	Ministry of Labour, Social Affairs and Family Ministry of the Interior Office of the Government	
Spain	Ministry of Public Administration	Deputy Directorate of Relation with Other Administrations
Sweden	Ministry of Finance Swedish Agency for Government Employers	
Switzerland	Federal Chancellery Swiss Federal Strategy Unit for Information Technology (FSUIT)	
Turkey	Prime Ministry State Personnel Presidency State Planning Organisation Undersecretary Finance	Foreign Relations Department Council of Ethics for the Public Ethics E-Government Group General Directorate of Budget and Fiscal Control

3.1.2 Questionnaire N°2

Australia	Ministry of Finance	Department of Finance and Deregulation
Austria	Federal Ministry of Finance Federal Chancellery	Budget Directorate Civil Service and Administrative Reform
Czech Republic	Ministry of Finance	State Budget Management Group
Denmark	Ministry of Finance	
European Commission	Directorate-General for Budget	Sector for Activity-based Budgeting
Finland	Ministry of Finance	Budget Department
France	Ministère du Budget, des Comptes Publics et de la Fonction Publique	Direction du Budget
Germany	Federal Ministry of Finance	Budget Department
Greece	Economy and Finance	Treasury and Budgeting Department Government Budget Reform Unit
Hungary	Ministry of Finance	
Italy	Ministry of Economy and Finance	State General Accounting Department
Japan	Ministry of Finance	Budget Bureau
Mexico	Ministry of Finance and Public Credit	Unit for Budgetary Policy and Control Unit Budgetary Programming and Integration Unit for Budgetary Evaluation and Follow-up
Netherlands	Ministry of Finance	Department of Budget Affairs
New Zealand	Treasury Ministry of Foreign Affairs and Trade	Macro-Economic Policy Unit Economic Division
Norway	Ministry of Finance	
Poland	Ministry of Finance	Department of Public Finance Reform
Portugal	Ministry of Finance	Directorate-General of Budget

Slovak Republic	Ministry of Finance	Budget Policy Section
Spain	Public Administration	Deputy Directorate of Relations with Other Administrations
Sweden	Ministry of Finance	Budget Department
Switzerland	Ministry of Finance	Financial Planning, Budget and Fiscal Equalization Division
Turkey	Ministry of Finance State Planning Organisation Undersecretary	General Directorate of Budget and Fiscal Control

3.1.3 Questionnaire N°3

Australia	The Department of Finance and Deregulation The Department of Finance and Deregulation	The Office of Best Practice Regulation Deregulation Policy Division
Austria	Federal Chancellery	The Constitutional Service/The Department for Legal Matters of European Integration and International Economic Law
Belgium	Agence pour le Simplification Administrative	
Canada	Treasury Board of Canada Secretariat	Regulatory Affairs Sector
Czech Republic	Ministry of the Interior Permanent Representation to the EU Ministry of Industry and Trade	Department of Regulatory Reform and Public Administration Quality Sectoral Policies Unit - Better Regulation
Denmark	Finance	
European Commission	Directorate-General for Enterprise	Directorate B
Finland	Justice	Better Regulation Unit
France	Ministère du budget, des Comptes Publics et de la Fonction Publique	DG de la modernisation de l'Etat
Germany	Federal Ministry of the Interior	Better Regulation Unit
Greece	Ministry of the Interior	Special Implementation Unit/Strategic Planning Division
Hungary	Ministry of Justice and Law Enforcement	
Italy	Presidency of the Council of Ministers	Department for Regulatory Simplification
Japan		
Mexico	Federal Commission on Regulatory Improvement	Guidance and Monitoring Unit
Netherlands	Ministry of Finance / Ministry of Economic Affairs Ministry of Justice Ministry of the Interior and Kingdom Relations	Regulatory Reform Group Department of Public Sector Employment
New Zealand	Ministry of Foreign Affairs and Trade	Economic Division
Norway	Ministry of Government Administration and Reform Ministry of Finance Ministry of Trade and Industry	
Poland	Ministry of Finance	Department of Public Finance Reform
Portugal	Secretariat of State for Administrative Modernisation	
Slovak Republic	Ministry of Economy	Department of Business Environment
Spain	Ministry of Public Administration	Deputy Directorate of Relations with Other Administrations Better Regulation Unit

Sweden	Ministry of Enterprise, Energy and Communications	Market and Competition Division Secretariat for Strategic Coordination
Switzerland	State Secretariat for Economic Affairs	
Turkey	Prime Ministry Office Prime Ministry Office Turkish Competition Authority	General Directorate of Laws and Decrees Department of Administrative Development International Relations Department

3.2 *Processing*

212. Questionnaire responses were subject to adjustments to ensure their coherence in accordance with the following model:

- the assessment of policymakers' *awareness* of an Output Result conditions the maximum level of its *use*, i.e. the level of use cannot exceed the level of awareness. 89.2% of Members' responses respected this condition. The remainder was adjusted to fit the model;
- the assessment of policymakers' *use* of an Output Result conditions the maximum level of its *policy impact*, i.e. the level of policy impact cannot exceed the level of use. 93.4% of Members' responses respected this condition. The remainder was adjusted to fit the model;
- examples of policy impacts should be consistent with the *assessment* of the level of policy impacts.

3.3 *PIR data*

213. PIR data covers the quality and (potential) impact of Output Results. It is also possible to distinguish between three possible motivations for non-responses in the case of specific Output Results:

- NA1: Unaware of the Output Result;
- NA2: Cannot Assess due to non-participation;
- NA3: Choose to make no response.

214. The calculation of the indicator for awareness was made in the following way:

- Number of responses / (number of responses + number of NA1 non-responses)

215. The calculation of the indicator for impact was made in the following way:

- Number of *Medium*, *High* and *Very High* responses / (number of responses + number of NA1 non-responses).

4. **Persons interviewed**

Delegates and policymakers: Ilgin ATALAY (PGC Vice-chair, Turkey); Athanassios BALFOUSSIAS (SBO, Greece); Gunnar BJORNSSON (PGC & PEMWP, Iceland); Bernard BLANC (PGC Vice-chair, France); Recep CAKAL (EGOV, Turkey); Elisabeth DEARING (PGC, Austria); Xavier DELAMARRE (COG, France); Dominique DE VOS (REG, Belgium); Aleš DOBNIKAR (PGC and EGOV, Slovenia); Luiz Alberto DOS SANTOS (REG, Brazil); Manuel SANTIAGO DOS SANTOS (REG, European Commission); Terje DYRSTAD (Expert Group on Conflict of Interest, Norway); Richard EMERY (SBO Ex-chair, United States); Nina FRISAK (COG, Norway); Hideyuki FUKUDA (SBO, Japan)*; Teresa GANHAO (PGC and PEMWP, Portugal); Alexandre GAUTIER (REG, Canada); Hans-Georg GERSTENLAUER (PGC, European Commission); Katju HOLKERI (PGC Vice-chair, Finland); Hans

JOST (Expert Group on Conflict of Interest, Switzerland); Panagiotis KARKATSOULIS (REG, Greece); Bernadett KÖTELES (on behalf of Gabor BODI, EGOV, Hungary); Veikko LUKSIA (PEMWP, Finland); Catherine MACQUARRIE (Expert Group on Conflict of Interest, Canada); Manfred MATZKA (COG, Austria); Pia MARCONI (PGC Ex-chair, Italy); Andrew McHALLAM (PGC, United Kingdom); Jeroen NIJLAND (REG Chair, The Netherlands); George REDLING (REG ex-Chair, Canada); Knut REXED (PGC and PEMWP ex-Chair, Sweden); Koos ROEST (PGC Vice-chair, Netherlands); Mike RUFFNER (SBO, United States); Roberta SANTI (PGC Chair, Canada); José Maria SOUSA REGO (COG, Portugal); Michel SVELKOU (EGOV, The Netherlands); Carlo THOMSEN (REG, Norway); Daniel TRNKA (REG Vice-chair, Czech Republic); Joachim VOLLMUTH (PGC and PEMWP, Germany); Ian WATT (SBO Chair, Australia); Mike WATTS (PEMWP, Ex-chair, United Kingdom); Matthias WITT (SBO, Germany); Tim YOUNG (EGOV, United States) Mike HOWELL (EGOV, United States).

*Email exchange.

OECD Officials: Rolf ALTER (Chief of Staff of the Secretary-General, SGE); Barry ANDERSON (Head of Budgeting and Public Expenditures Division, GOV); Janos BERTOK (Innovation and Integrity Division, GOV); Jon BLONDAL (Budgeting and Public Expenditures Division, GOV); Alex BÖHMER (Head of MENA Programme, DAF); Bob BONWITT (Head of SIGMA Programme, GOV); Joanne CADDY (Innovation and Integrity Division, GOV); Martin FORST (Acting Head of Public Sector Management and Performance Division, GOV); Michael GESTRIN (Investment Division, DAF); Christopher HEADY (Head of Tax Policy, Tax Statistics & Horizontal Programmes Division, CTP); Stefan JAKOBZONE (Regulatory Policy Division, GOV); Isabelle JOUMARD (Monetary and Fiscal Policy Division, ECO); Josef KONVITZ (Head of Regulatory Policy Division, GOV); Michael LAWRENCE (Aid Effectiveness, DCD); Nikoli MALYSHEV (Regulatory Policy Division, GOV); Giuseppe NICOLETTI (Structural Policy Analysis Division 1, ECO); Bathylle MISSIKA (Partnership for Democratic Governance, SGE); Mario PEZZINI (Deputy Director, GOV); Odile SALLARD (Director, GOV); ; Olga SAVRAN (Anti-Corruption Division, DAF); Andrea UHRHAMMER (Special Assistant to the Director, GOV); Christian VERGEZ (Head of Innovation and Integrity Division, GOV); Yhi-Joeu WANG (Innovation and Integrity Division, GOV).

Other Stakeholders: Jocelyne BOURGON (Academic and former Ambassador to the OECD); Bart EDES (Asian Development Bank); Pierre HABBARD (TUAC); Nick Manning (World Bank); Sina ODUGBEMI (World Bank); Nicole PRIMMER (BIAC); Mike WAGHORNE (Public Service International).

5. Documents reviewed

Strengthening Trust in Government: What role for Government in the 21 st Century? Conclusions of a meeting of the Public Governance Committee	
R. Santi's Presentation to Council (15/10/2007) – Public Governance Committee: Issues and Challenges	
PUMA(2001)15	Public Management Committee Handbook
PUMA/M(2002)1	Summary Record of the 25 th Session of the Public Management Committee
GOV/PUMA/M(2003)1	Summary Record of the 26 th session of the Public Governance Committee
GOV/PUMA/M(2003)2	Summary Record of the 27 th session of the Public Governance Committee
GOV/PGC/M(2004)1	Summary Record of the 28 th session of the Public Governance Committee
GOV/PGC/M(2004)2	Summary Record of the 29 th session of the Public Governance Committee
GOV/PGC/M(2004)3	Summary Record of the 30 th session of the Public Governance Committee
GOV/PGC/M(2005)1	Summary Record of the 31 th session of the Public Governance Committee
GOV/PGC/M(2005)2	Summary Record of the 32 th session of the Public Governance Committee
GOV/PGC/M(2006)1	Summary Record of the 33 th session of the Public Governance Committee
GOV/PGC/M(2006)2	Summary Record of the 34 th session of the Public Governance Committee

GOV/PGC/M(2007)1	Summary Record of the 35th session of the Public Governance Committee
GOV/PGC/M (2007)2/FINAL	Summary Record of the 36th session of the Public Governance Committee
GOV/PGC/M(2008)1	Summary Record of the 37th session of the Public Governance Committee
GOV/PUMA(2003)5	Outreach work on Public Management
GOV/PUMA(2003)21	Directions for the Future PUMA Work Programme 2005/06 and the New Mandate
GOV/PGC(2004)1 & REV1	Draft Mandate of the PGC for 2005-2009
GOV/PGC(2004)2/PART1 and PART2	Meeting the Challenges of Public Governance – Draft Work Programme 2005-6
GOV/PGC(2004)21/FINAL	Strategy for Defining the Role and Participation of Non-Members in the Public Governance Committee
GOV/PGC(2005)11	Bureau Election Guidelines
GOV/PGC(2005)13	Final Programme of Work and Budget for 2005-6
GOV/PGC(2006)1	Directions for the Programme of Work for 2007/8
GOV/PGC(2006)2 & ADD	Draft PWB for 2007/08
GOV/PGC(2006)2/FINAL	Programme of Work and Budget of the Public Governance Committee for 2007/8
GOV/PGC(2007)9	The Programme Implementation Report for 2005-06
GOV/PGC(2007)11	Midterm Review of the Mandate of the Public Governance Committee
GOV/PGC(2007)13	Global Relations and the Public Governance Committee
GOV/PGC(2007)21	Innovating for Accessibility in Public Service Delivery (Report on PGC Symposium Session)
GOV/PGC(2008)1 & REV1 & REV2	Draft Programme of Work and Budget of the PGC for 2009-2010
GOV/PGC(2008)4	Improving Committee Meetings
GOV/PUMA/RD(2003)1	Proposal for Joint TDPC/PUMA Project on Multi-Level Governance
GOV/PUMA/RD(2003)5	Revised Programme of Work and Budget: "Making the Most of E-Government"
GOV/PUMA/RD(2003)6	Effective Participation in the PUMA Committee
GOV/PGC/RD(2006)1	Proposal to Change the Name of the Human Resource Management Working Party to the Public Employment and Management Working Party (PEMWP)
GOV/PGC/RD(2006)2	Activity Report 2005-2006
GOV/PGC/RD(2006)4	Key Events and Developments
GOV/PGC/RD(2007)4	Effective Participation in the Public Governance Committee
GOV/PGC/RD(2007)6	Key Events and Developments Since PGC 35
GOV/PGC/MIN(2005)2	Main Issues for Discussion
GOV/PUMA/REG(2002)3	Regulatory performance: Ex-post evaluation of regulatory policies
GOV/PUMA/REG(2002)5	Programme of Work 2003/2004
GOV/PUMA/REG(2002)6	Working Party on Regulatory Management and Reform : Cooperation with non-Members Countries
GOV/PUMA/REG(2003)6	Programme of Work 2003-2004 - Update on Outreach
GOV/PUMA/REG(2003)1	Working Party on Regulatory Management and Reform : PW, Report on Progress
GOV/PUMA/REG(2003)4	Reviewing the Recommendation of the Council of the OECD on Improving the Quality of Government Regulation (Adopted on 9 March 1995)
GOV/PUMA/REG(2003)5	Regulatory Policy: Toward a review of the 1997 action plan
GOV/PUMA/REG(2003)6	Working Party on Regulatory Management and Reform : PWB 2003/04 Update on Outreach
GOV/PUMA/REG/A (2003)1/FINAL	Expert meeting on regulatory co-operation between levels of government - Final Agenda

GOV/REG/APEC(2004)1/REV1	Final Draft APEC-OECD Integrated Checklist on Regulatory Reform
GOV/PGC/REG(2004)2	Capacities for High-Quality Regulation: Draft Programme of work : 2005/6
GOV/PGC/REG(2004)3	Working Party on Regulatory Management and Reform : Progress Report
GOV/PGC/REG(2006)14	Working Party on Regulatory Management and Reform : Outreach, Report on Work in Progress
GOV/PGC/REG(2007)3	Working Party on Regulatory Management and Reform : Future Analytical Work
GOV/PGC/REG(2007)7	Working Party on Regulatory Management and Reform : Outreach
GOV/PGC/REG(2008)2	Working Party on Regulatory Management and Reform Draft Programme of Work 2009-2010
GOV/PUMA/HRM(2003)1	Human Resources Management Working Party - Knowledge management in government: an idea whose time has come
GOV/PUMA/HRM(2003)2	Human Resources Management Working Party - Draft report for discussion
GOV/PGC/HRM(2005)3	The OECD Human Resources Working Party: A Summary Retrospective and an Agenda for Action
GOV/PGC/PEM(2007)9	Public Employment and Management Working Party : achievements and future directions
GOV/PUMA/SBO(2003)7	SBO Future Directions and Programme of Work: 24 th Annual Meeting of OECD Senior Budget Officials
GOV/PGC/SBO/A(2004)5	Working Party of Senior Budget Officials : Annual Meeting of OECD Senior Budget Officials annotated agenda (no summary found)
GOV/PGC/SBO(2004)4	Working Party of Senior Budget Officials - A Window Into Budgeting Reflections on SBO's Past and Future
GOV/PGC/SBO(2005)7	Working Party of Senior Budget Officials : 26TH Annual meeting of senior budget officials
GOV/PGC/SBO/A(2006)4/REV1	27th Annual Meeting of Senior Budget Officials - Annotated Agenda
GOV/PGC/SBO/A(2007)6	Annual meeting of OECD SBO network on performance and results - Draft Agenda
GOV/PGC/SBO/NEWS(2004)1	SBO Newsletter
GOV/PUMA/MPM(2003)5	The use and impact of information and communication technologies (ICT) for decision-making at the centre of government
GOV/PGC/MPM/M(2004)1	Meeting of Senior Officials from Centres of Government on Public Sector Modernisation: the Role of the Central Agencies - Synthesis note
GOV/PGC/MPM/A(2006)1	Annotated agenda Meeting of Senior Officials from Centres of Government on Leadership in Managing Risk
GOV/PGC/MPM/A(2007)1	Draft annotated agenda Meeting of Senior Officials from Centres of Government on Strengthening Public Trust by Delivering on Promises: What Role for the Centre?
GOV/PGC/EGOV/A(2006)2	Network of senior E-government officials : OECD E-government project
GOV/PUMA/RD(2003)3	Expert Group on conflict of interest
GOV/PGC/ETH/RD(2007)1	Developing a legal framework for lobbying and the Registration of lobbyists: the Québec experience
GOV/PGC/ETH(2007)1	Elements for an updated framework for integrity and corruption prevention in the public service
C(2003)107	Draft Recommendation on OECD Guidelines for Managing conflict of Interest in the Public Service
C(2007)144 (not on Olis)	Guidelines for Managing Conflict of Interest in the Public Service: Report on Implementation by the PGC

ANNEX III

IN-DEPTH EVALUATION: INSTITUTIONAL FRAMEWORK

Subject	Statements	Reference and Decision	
General principles	“the evaluation mechanism would be owned by Council with the involvement of officials in capitals, committee secretariats and permanent delegations. Views would also be solicited from important external stakeholders.”	C(2004)91 C(2004)190 CORR1	& C/M(2004)10 C/M(2005)4
	“...to provide a mechanism through which Council can assess whether Committees are conducting processes, delivering outputs and achieving impacts that are in line with Members policy expectations and priorities and with the comparative advantage of the OECD.”		
Focus	“Evaluating committee mandates, therefore, involves evaluating, the achievement, and continued relevance, of the longer-term expected outcomes of a Committee, as well as the effectiveness of the associated outputs and work practices required to achieve them.”	C(2004)190 CORR1	& C/M(2005)4
	“...evaluation criteria [relevance, efficiency, effectiveness and sustainability] act as a means to ensure that an evaluation exercise focuses on issues that are evaluative in nature, as opposed to issues that are examined within the framework of audits and reviews of various kinds or which are more questions for research-type activities.”	C/ESG(2005)1	C/M(2005)20
Set up	“...a sub-group of the Council, comprising five of its members proposed by the Chair of the Executive Committee and designated by Council” “...the in-depth evaluation mechanism will be coordinated by the Council Secretariat.”	C(2004)190 CORR1	& C/M(2005)4
	“...rename the Evaluation Sub-Group ‘Evaluation Committee’”		C/M(2007)17
	Expansion of the Evaluation Committee to seven members “...it being understood that the number of Committee members will return to five at the first opportunity.”		C/M(2008)2
Programming	“Two evaluations per year could be undertaken. [...] This would mean that at such a pace, all Committees would be evaluated according to a twelve-year cycle.”	C(2004)190 CORR1	& C/M(2005)4
	“...three committees to be evaluated by the end of February 2006 [and] three [...] committees/subsidiary bodies to be evaluated from March to December 2006.”	C(2005)63, ADD1 & CORR1	C/M(2005)12 & C/M(2005)14
	“Under current staffing arrangements, it will be possible to evaluate the quasi-totality of Level I Part I Committees by the end of 2010, though not all committees would be evaluated within the timeframe of their current mandates”. “In line with the PWB cycle, it is proposed that a two-year In-depth Evaluation programme be drawn up for the 2007-08 Biennium.” “...nine Level I committees/bodies will be evaluated in 2007-08 in waves of three [including] evaluations of [their] Part II programmes”	C(2006)124/REV1	C/M(2006)16

Subject	Statements	Reference and Decision	
Process	“...a sub-group of the Council [will] agree the terms of reference and methodology for evaluation; review the evaluations themselves and present the Evaluation Report to Council; and monitor the follow-up of eventual recommendations arising from the evaluations.”	C(2004)190 CORR1	& C/M(2005)4
	<p>“...in-depth evaluations conducted by the Evaluation Sub-group would follow the steps described in “Section VI, How In-depth Evaluations would be conducted” of document C(2004)190 as amended by this decision.”</p> <ul style="list-style-type: none"> – “6) Evaluation Sub-group sets Terms of Reference and Methodology. [The Council Secretariat] organises the first meeting of the Evaluation sub-group with the relevant DSG, Level I Committee.” – “7) [The Council Secretariat] coordinates inputs into surveys and questionnaires to capitals with the involvement/advice from permanent delegations.” – “8) Analysis and Interpretation of Evaluation Findings by Evaluation Sub-group, assisted by [the Council Secretariat]. Discussion on the evaluation findings by Evaluation Sub-group with involvement by Level I Committee Chairs, Cluster Managers and Directors.” 	C(2004)190 CORR1	& C/M(2005)4
	<p>The Evaluation Coordinator :</p> <ul style="list-style-type: none"> – Elaborates a draft ToR for individual evaluations – Implements data collection and analysis, and presents the results to the ESG – Interprets analyses, establishes findings, draws conclusions, and presents them to the ESG – Prepares draft recommendations for the ESG – Draws up the evaluation report and presents it to the ESG 		
	<p>The Evaluation Sub-group:</p> <ul style="list-style-type: none"> – Validates the draft ToR with the agreement of the relevant DSG, Level I Committee and Director – Monitors the implementation and results of the collection and analysis of data – Challenges or reaffirms interpretations and conclusions – Develops and finalises the recommendations – Validates the evaluation report with the involvement of the relevant DSG, Level I Committee and Director – Presents the “draft” evaluation report to the Council – Monitors of the follow-up of eventual recommendations arising from the evaluations 	C/ESG(2005)1	C/M(2005)20
	<p>“...the ESG has a role of oversight over the evaluation process and deliverables, while the Evaluation Coordinator is responsible for the day-to-day implementation of the methodology and the reporting of results to the ESG.”</p> <p>“...the meetings to discuss and validate the draft final reports were opened up to all relevant chairs (parent and sub-bodies) and the members of the bureau of parent bodies.”</p> <p>“...a broader participation in the evaluation process tested in the first round of evaluations could be usefully continued into the next round and be expanded so that a wider range of stakeholders have the possibility to validate the Terms of Reference at the outset of an evaluation and to examine its intermediate and final results.” “</p> <p>[The] first phase of monitoring would take place during the six months following the evaluation and as such would be focused primarily on the preparation of appropriate ameliorative actions. The process would be repeated in the course of the following six months to monitor the extent to which appropriate concrete actions have been implemented.”</p>	C(2006)98	C/M(2006)12

Subject	Statements	Reference and Decision	
	<p>“...on the basis of analyses and conclusions, the performance of a committee would be explicitly ranked, for each of the evaluation criteria, as either very low, low, medium, high, or very high.”</p> <p>“the presentation and discussion of evaluation reports within the Committee would be clearly structured in three steps to ensure the clarity of the process:</p> <ul style="list-style-type: none"> – first, the Executive Committee would be requested to discuss the substantive contribution of an evaluation (primarily the conclusions); – second, it would review the operational recommendations; – third, an examination of a more political nature, with an emphasis on committee structures and their possible evolution would take place.” 	C(2006)124/REV1	C/M(2006)16
	<p>“...in-depth monitoring [of the implementation of recommendations] will take place after one year for all committees following their evaluation report, while committees with low rating will be required to present to the Evaluation Committee an action plan in six months</p> <p>“... dialogues [with Committee Chairs in Council] should ideally be programmed around six months after the previous monitoring phase. A set of guidelines would be developed to help Chairs structure this part of the discussion around the four evaluation criteria of relevance, efficiency, effectiveness and sustainability. Whenever possible, these Dialogues would be scheduled to take place within a dedicated Council session in the presence of the relevant Deputy Secretary-General, in his or her role as cluster manager, and the responsible director.”</p>	C(2008)9	C/M(2008)4
Linkages with PIR and self-evaluation	<p>“In-depth evaluation should build on the results of the annual evaluation of Programme Implementation Reports.”</p>	C(2004)91	C/M(2004)10
	<p>“...Committees will continuously self-evaluate, and will improve and adjust their working practices, outputs and expected outcomes in order to improve their structures and effectiveness to ensure their on-going relevance in fulfilling their mandates and achieving the planned priorities and expected impacts.”</p>	C(2004)190 & CORR1	C/M(2005)4
	<p>“In-depth Evaluation of Level I Committees is designed to add both depth and breadth to the data generated by the PIR on the production of Output Results by committees, by providing more detailed and/or additional information from a wider range of stakeholders’ viewpoints on:</p> <ul style="list-style-type: none"> – what Impacts occur, how they occur, or conversely why they do not; – quality and visibility of Output Results; – orientation and functioning of committees.” 	C/ESG(2005)1	C/M(2005)20
	<p>“The PIR looks at expected impact and actual impact in the short-term. The In-depth Evaluation process looks at actual impact over the longer-term. Committees are encouraged to start collecting information reflecting the achievement of Expected Outcomes in terms of the level of impact on a more systematic basis than at present to ‘fill the gap’ that exists between these two tools. The guidance on this should ensure that it is consistent with the PIR and complement the contribution that the PIR makes to In-depth Evaluation and improved committee performance.”</p>	C(2006)79	C/M(2006)9
	<p>“...evaluation questionnaires destined for national and European level policymakers are now being systematically channelled through the PIR co-ordinator in Permanent Delegates to help improve the consistency of PIR and evaluation data on the quality and impact of Output Results by ensuring that the same respondents participate in both exercises.”</p>	C(2008)9	C/M(2008)4