

COUNCIL

Council

IN-DEPTH EVALUATION OF THE PUBLIC GOVERNANCE COMMITTEE

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Public Governance Committee

The Public Governance Committee was created in 1961. Its current mandate dates from the end of 2014 and expires in December 2019. The results of this evaluation indicate that there have been some significant improvements in the Committee's performance since 2007, although its effectiveness, evaluated for the period up to 2014, has slipped back compared to the preceding period.

Notably, the Committee has strengthened its relevance from 2007 to 2016, orienting its mandate and work programme at addressing a set of policy objectives that are well-aligned with Members' diverse policy needs as well as with global priorities as expressed by the G20. It has done this against the backdrop of the financial and economic crisis and the need, in this context, for Members to increase the effectiveness of their public sectors. The relevance of the Committee's work programme also manifests itself through an increased interest amongst Members in participating directly in its meetings and being involved in the work of its sub-bodies.

The Public Governance Committee's successful targeting of its mandate and work programme on issues of high policy salience is the result of a set of processes that are directly under its control. However, the policy impact of the Committee's products depends on a range of factors, some of which are beyond its influence as they relate to the different policy contexts in Members. Ongoing or regular programmes of major public sector reforms create a favourable environment for the Committee's products to have significant policy impact in some Members. In other Members where reforms are less prevalent, the environment is less favourable. A further factor that makes significant policy impact less likely is that some sections of the Committee's policy community in Members have limited administrative capacity to use the insights embodied in its products. These factors partially explain the Committee's limited effectiveness up to 2014, date of the most recent impact data.

During the latter part of the review period, a more active and less traditional approach has been taken to disseminating and raising awareness of the Committee's products amongst policymakers beyond those involved in its work, including the creation of the Observatory of Public Sector Innovation (OPSI) which aims to collect and disseminate examples of innovations that have worked, and to diffuse innovative ideas and thinking. Should these initiatives be fruitful, greater impact - building on the higher level of impact already observed in the 2013-2014 Biennium - should be visible for products delivered as part of the 2015-2016 Biennium. Nevertheless, further efforts would help underpin or foster the policy impact of the Committee's work in what is a complex policy area. The effectiveness of the Committee has, however, been bolstered over the review period by the contribution of its work to addressing global priorities.

The Committee has succeeded in considerably improving its efficiency, producing a portfolio of high quality products over the 2007-2014 period while functioning smoothly overall. The significant difference between the efficiency of the Committee and its effectiveness reflects that the implementation of processes to produce products of requisite quality falls under the direct control of the Committee, in contrast to the policy impact of its products over which it has only partial influence. Amongst the strengths of the Committee in regard to its efficiency are that meetings are well organised, particularly at sub-body level, with discussions focused on pertinent topics and supported by increasingly timely documentation. Delegates also benefit from having detailed guidance available in the form of a Handbook that can help them optimise their contributions to the Committee and its work. In addition, there are significant horizontal interactions with other OECD bodies and strong engagement with Partners through various means, both directly and via collaboration with other international organisations. Refinements to aspects of the PGC's meetings, information flows and its engagement with other stakeholders would serve to underpin this aspect of the Committee's strong performance in the coming period.

	Report (see paragraphs):	Annex I (see Paragraphs):
Assessment		
<i>Relevance: High to Very High</i>	9- 14	48-63
<i>Effectiveness: Low to Medium</i>	15-22	64-80
<i>Efficiency: Very High</i>	23-33	81-124

Recommendations		
<p>Recommendation N°1: The Public Governance Committee should improve the user-friendliness and utility of its products for policymakers, strengthen the policy insights and depth of analysis of some of its key publications, and revise its communications strategy to help raise awareness of its products beyond those policymakers directly involved in its work. It should also examine in this context:</p> <ul style="list-style-type: none"> • how the high level participation and whole-of-government perspective of Network of Senior Officials from Centres of Government (COG) and the Working Party of Senior Budget Officials (SBO) could be mobilised to strengthen the impact of its work; • the feasibility of accompanying initiatives stemming from this recommendation with further support for the use of the Committee's work by Members in the implementation of their policymaking and reform processes. 	20-21	67, 75, 100
<p>Recommendation N°2: The Public Governance Committee should take further steps to optimise how it serves as a setting for discussions and exchanges amongst delegates and, where necessary, strengthen the feedback its delegates receive from within its substructure and on the horizontal work it is involved in.</p>	31	92, 96, 97, 107
<p>Recommendation N°3: The Public Governance Committee should establish a strategy for reinforcing its engagement with existing stakeholders by providing a framework for when, how and to what end the involvement of these stakeholders in its work takes place.</p>	33	119
Good Practices		
The Observatory of Public Sector Innovation (OPSI). An initiative of the Public Governance Committee to collect and disseminate examples of innovations that have worked, and to diffuse innovative ideas and thinking.	18	125
Delegate Handbook for Effective Participation in the Public Governance Committee.	28	125

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1. The Public Governance Committee

1. The Public Governance Committee (PGC) was created in 1961. Its current mandate, dating from the end of 2014, expires in December 2019.

2. The Committee has seven sub-bodies to which different areas of its work programme are delegated. The longstanding components of its substructure, created in the early 1980s, are the Working Party of Senior Budget Officials (SBO), which itself has a substructure made up of three networks, the Senior Officials from Centres of Government (COG) and the Working Party on Public Employment and Management (PEM). These bodies were joined in the early 2000s by the Working Party of Senior Public Integrity Officials (SPIO) and the Working Party of Senior Digital Government Officials (E-Leaders). Latterly, in 2014, the Committee formalised within its substructure the High Level Risk Forum (HLRF) and the Working Party of Leading Practitioners on Public Procurement (LPPP).¹

3. The Committee's work is programmed within the Public Sector Effectiveness Output Area (4.3.1). Its Secretariat is situated in the Directorate for Public Governance (GOV).

2. Evaluation methodology and approach

4. The IDE of the Public Governance Committee was formally launched on 24 April 2015 when the Evaluation Committee met with the Bureau to validate the Terms of Reference.² The intermediate report was reviewed by the Evaluation Committee at its meeting of 20 September 2016. The draft final report was reviewed by the Evaluation Committee at its meetings of 23 January and 27 February 2017, and then presented to the Bureau for discussion and validation on 25 April 2017.

5. The evaluation covers the period from 2007 to 2016,³ with the Committee being evaluated with respect to the following criteria:

- **relevance**, i.e. how well its objectives have been attuned to the needs of the Members;
- **effectiveness**, i.e. the extent to which its work has been having an impact at the level of the Members, and if these impacts are in line with its objectives;
- **efficiency**, i.e. the degree to which it has been working efficiently, in terms of
 - the relationship between the outputs produced, particularly with regard to their quality, and resources used;
 - how well it functions.

6. In total, 48 key persons (policymakers, delegates and representatives of other international organisations and stakeholder organisations) were interviewed.⁴ A survey was conducted to collect data on the relevance of the Committee's expected outcomes to which 22 Members responded, a participation rate

1. [CE\(2014\)6](#).

2. [CEV\(2015\)4](#).

3. Since the PIR survey for the 2015-16 biennium had still to be carried out when this evaluation took place and the results from the PIR survey for the 2007-08 biennium were not available at the time of the 1st Cycle IDE, the assessment of the impact of the Committee's work in Members covers the period from 2007 to 2014.

4. Relevant OECD officials were also consulted as necessary.

of 62.9%. Data from the Medium-Term Orientations (MTO) and Programme Implementation Reporting (PIR) surveys were also mobilised, along with relevant in-house documentary sources.⁵

7. The contribution made by the Public Governance Committee to global priorities via the G20⁶ is also taken into account in the assessment of *relevance* and *effectiveness*.

3. Conclusions and recommendations of the evaluation

8. The extent to which the Public Governance Committee is addressing the policy needs and concerns of Members (relevance) is assessed as **high to very high**. Its effectiveness, i.e. the extent to which it is achieving policy impact in the areas of highest policy needs and concerns of Members is assessed as **low to medium**. The Committee's performance in terms of the quality of its products and how well it functions (efficiency) is assessed as **very high**.

3.1 Assessment of relevance

9. The assessment of relevance is based primarily on the degree of alignment between a Committee's expected outcomes and mandate objectives and the policy needs and concerns of Members (see Annex I, [5.1](#)), Members' interest in directly overseeing or contributing to its work through the participation of delegates from capitals in meetings (see Annex I, [5.2](#)), and the extent to which Members consider the Output Area(s) within which it programmes its work to be a major priority for funding from the Part I Budget, as reflected in the results of the Medium-Term Orientations (MTO) exercise (see Annex I, [5.3](#)).

10. The Committee's mandate and work programme over the review period have been of **high to very high** relevance (See Annex I, [5.5](#)).

11. Almost all of the Public Governance Committee's policy objectives derived from its mandate and work programmes for the period 2007-2016 have been well aligned with Members' policy needs and concerns. Those most closely aligned are as follows:

- to build and strengthen future capacity for designing and implementing strategic, evidence-based and innovative policies to strengthen public governance, public sector institutions, responding to economic, social and environmental challenges, and delivering on government's commitments to citizens;
- to achieve greater efficiency in the public sector and greater inclusiveness through enhanced awareness and use of evidence and good practices in the development of public governance and management policies.

12. Members' interest in participating directly from capitals in the work of the Public Governance Committee via their (physical or virtual) presence has been increasing over the review period, while within its substructure participation has in most years exceeded the average level observed in the earlier period. Of particular note in this regard is the Working Party of Senior Budget Officials to which all Members sent delegates from capitals in 2016, and the Working Party on Public Employment and Management which has experienced a significant resurgence in participation since 2014.

5. Further information on the conducting of the evaluation can be found in Annex IV.

6. As a forum for international co-operation, the G20 is outside the definition of *international organisation* used to identify counterpart bodies to the OECD which send representatives to Committee meetings or which interact with the Organisation in one way or another in the pursuance of its substantive work in a particular policy area.

13. The *Public Sector Effectiveness* Output Area (4.3.1), for which the Committee is accountable, has moved from a lower to a ‘middle-ranking priority’ for Members with respect to Part I funding during the review period.

14. Five G20 priority issues, most of which relate to anti-corruption, have fallen within the scope of the Committee’s mandate during the review period and have been addressed in its work programme. These are: financial asset disclosure for public officials; public procurement; open government data; whistleblower protection; and disaster risk assessment.

3.2 *Assessment of effectiveness*

15. The assessment of effectiveness is based firstly on assessing the policy impact of the Committee’s work (See Annex I, [6.1](#) and [6.2](#)) and secondly on the extent to which significant impacts are occurring in areas of high policy needs and concerns.

16. The effectiveness of the Public Governance Committee and its work has been **low to medium** over the review period (see Annex I, [6.5](#)).

17. Products delivered during the 2013-14 Biennium belonging to four of the Committee’s seven Product Groups have had a significant actual impact on Members’ policy, namely the:

- *Government at a Glance* series;
- Strengthening of strategic public institutions for inclusive economies;
- Innovation in public service delivery;
- Government integrity.

18. Within the *Innovation in public service delivery* Product Group, a novel output has been an on-line platform, the *Observatory of Public Sector Innovation (OPSI)*, on which examples and experiences of public sector innovations are shared between users who can use the platform to exchange, discuss and develop solutions together.

GOOD PRACTICE INFORMATION SHEET: The Observatory of Public Sector Innovation (OPSI). An initiative of the Public Governance Committee to collect and disseminate examples of innovations that have worked, and to diffuse innovative ideas and thinking.

Recognising the growing need for problem solving and advisory capabilities in the area of public service delivery that cannot be provided by domestic public sector institutions alone, the Public Governance Committee created the OECD Observatory of Public Sector Innovation (OPSI). Preparatory work on the OPSI, an online platform supported by user networks and national focal points, started in 2011 and progressed in 2012 with the support of a task force composed of 19 Members. Supported by an advisory group created in 2013 to provide analytical advice on the development of the initiative, the Observatory infrastructure was formally launched in 2014, an event that was accompanied by a conference entitled ‘From Ideas to Impact’, held back-to-back with a meeting of the Committee. This was followed by the establishment of the OPSI national contact points which held two meetings in 2016. Since its launch, membership of the OPSI has reached 29 countries and it now has a community of more than 900 academics, practitioners and private sector members.

19. In contrast to the considerable actual impact of the Committee’s products delivered during the 2013-14 Biennium, the overall impact of its products over the full review period of 2007 to 2014 has not been significant, though in the case of three of the four abovementioned Product Groups there has been a strong impact in a sizable minority of Members. It is against this backdrop that the most prevalent policy impact in Members has been through the Committee’s products supporting discussions and studies on possible future reforms and/or policy initiatives. Other relatively frequent types of policy use and impact of the Committee’s products have been as a data source in conjunction with non-OECD data sources, and

through being referenced in reports and/or briefings and to a lesser extent being used as reference material with a direct impact on policy development and outcomes.

20. There has been increasingly strong interest in the Public Governance Committee and its products, particularly in the aftermath of the financial and economic crisis. However, the Committee works in a rather complex policy area where Members' policy contexts vary in terms of providing a favourable environment for the Committee's wide range of products to have significant and widespread policy impact over any given period of time. Firstly, some of the Committee's target audiences at sub-national level do not have the administrative capacity to use the insights embodied in its products, for example in areas such as innovation in public service delivery. Secondly, where this capacity is strongest, i.e. in national-level administrations, the prevalence of major public sector reform initiatives differs from one Member to another, thereby limiting the realisation of the potential of the Committee's products to achieve policy impact. These factors, while having repercussions for the impact of the Committee's products, are beyond its influence.

21. Although the Committee's products are generally credible, topical and of high quality, benefitting from drawing on inputs from growing spectrum of stakeholders, in some cases they are too long and/or over-technical to be easily used by policymakers or in some cases, such as the *Government at a Glance* publication, fall short of expectations in terms of analytical depth and policy insights. Moreover, while there have been efforts to build on the Committee's 2010 communications strategy in order to improve the dissemination to end-users, awareness of its extensive portfolio of products amongst policymakers who are not themselves delegates is not particularly high.

Recommendation N°1: The Public Governance Committee should improve the user-friendliness and utility of its products for policymakers, strengthen the policy insights and depth of analysis of some of its key publications, and revise its communications strategy to help raise awareness of its products beyond those policymakers directly involved in its work. It should also examine in this context:

- how the high level participation and whole-of-government perspective of Network of Senior Officials from Centres of Government (COG) and the Working Party of Senior Budget Officials (SBO) could be mobilised to strengthen the impact of its work;
- the feasibility of accompanying initiatives stemming from this recommendation with further support for the use of the Committee's work by Members in the implementation of their policymaking and reform processes.

22. In response to the five G20 priority issues falling within the scope of the Public Governance Committee's work programme, a number of products have been produced over the review period within three of the abovementioned Product Groups. These have contributed to the work being done by the G20 in the context of its Anti-Corruption Action Plans and Implementation Plans, or have more generally been endorsed or welcomed by the G20. Some of the Committee's products have also been taken up and used by other international organisations, notably the Inter-American Development Bank and the World Bank.

3.3 *Assessment of efficiency*

23. The assessment of efficiency is based firstly on the extent to which the Committee is producing products of the requisite quality for the resources allocated (technical efficiency) and secondly on an analysis of how well it is functioning (process efficiency).

24. Over the review period, the efficiency of the Public Governance Committee has been **high to very high** (see Annex I, [7.3](#)).

25. Almost all the Committee's Product Groups over the period 2007 to 2014, accounting for 94% of its allocated Part I budget, are assessed by Members as being of at least a high level of quality from a user perspective (see Annex I, [7.1](#)). The highest ranked Product Groups in terms of their quality are:

- Government Integrity;
- Public Sector Management and Employment;
- *Government at a Glance Series*.

26. The Committee has largely functioned well in the course of the review period (see Annex I, [7.2](#)).

27. Guided by its mandate and the orientations of its ministerial-level meetings, and facilitated by improvements in the process to develop its work programme, the Committee has succeeded in focusing on the production of topical products in alignment with an array of relevant policy objectives. Furthermore, it has been able to do this despite the challenges of working in a broad policy area where Members have a wide range of interests and needs, and of balancing these with more strategic cross-cutting priorities.

28. The Committee provides a setting in which delegates are able to share experiences and ideas, and learn from reform initiatives in other parts of the world, while overseeing the implementation of its work programme whose development is largely delegated to its specialist sub-bodies. The functioning of the Committee has been improving over the review period in a number of respects, for example the timely availability of meeting documentation. Furthermore, delegates have had detailed guidance at their disposal in the form of a Handbook to help them optimise their contribution to the Committee and its work, as well as the benefits that can flow from their active involvement.

GOOD PRACTICE INFORMATION SHEET: Delegate Handbook for Effective Participation in the Public Governance Committee.

With the aim of helping delegates familiarise themselves with the Public Governance Committee and the broader OECD context, and optimising their participation in its meetings and work, the Committee has developed a professionally finished Handbook. Building on an earlier initiative, the Handbook provides a description of the Committee, its institutional context and how it works, along with a set of frequently asked questions and responses, a glossary, its current mandate, and the policy orientations provided by its most recent ministerial meeting. Demand for the Handbook, and its utility, has been driven by the growing participation in the Committee of delegates from Members' capitals and the increasing attendance of Partners in its meetings. In this context, the Handbook is an important reference document for delegates who recognise the need to understand how they can best contribute to the work of the Committee in order to ensure its efficient functioning and support the production of high quality products.

29. Within the Committee's sub-bodies, the networking benefits are particularly strong for the specialised delegates who attend them, with well-organised meetings focusing discussions on pertinent topics, usually with the support of good quality and timely documentation. Amongst these bodies, the Working Party of Senior Budget Officials (SBO) and the Network of Senior Officials from Centres of Government (COG) are particularly central to the Committee as a result to the high level of their delegates and their whole-of-government perspective.

30. The importance of working horizontally across the Organisation on matters relating to public governance is highlighted in the PGC's mandate, particularly with the Regulatory Policy Committee (RPC) and the Regional Development Policy Committee (RDPC) with which there has been collaboration in a number of areas, for example the *Observatory of Public Sector Innovation (OPSI)* and the *Government at a Glance* series. In addition, the Committee has collaborated extensively with a range of Committees, for instance taking a key role in cross-cutting work in the area of integrity through the *CleanGovBiz* project and the *OECD Trust Strategy* work. It has also contributed to some of the Organisation's horizontal projects, often at sub-body level, namely *Making Reform Happen*, the *Strategy on Development* and the

New Approaches to Economic Challenges (NAEC) initiative, which *inter alia* was the object of discussions in the setting of its plenary meeting symposium sessions.

31. Room for improvement in the functioning of the Committee continues to exist, however, notably in terms of better structuring and focusing discussions, and facilitating well-prepared substantive interventions and exchanges between delegates, including within the sub-bodies. Furthermore, while coordination of the work within its substructure and related information flows back to the Committee have been enhanced, feedback to delegates is variable from one sub-body to the next. Similarly, while the Committee has been extensively involved in working horizontally across the Organisation, in some cases the feedback delegates receive on this has been relatively limited.

Recommendation N°2: The Public Governance Committee should take further steps to optimise how it serves as a setting for discussions and exchanges amongst delegates and, where necessary, strengthen the feedback its delegates receive from within its substructure and on the horizontal work it is involved in.

32. The engagement of Partners has been a major strength of the PGC, which reviews and updates its global relations strategy on a regular basis. This engagement takes place through a variety of channels, including attendance of Partners at its meetings and those of its sub-bodies, the Global Forum on Public Governance, regional networks of the Working party of Senior Budget Officers, regional programmes (including the MENA-OECD Governance Programme), joint activities with other international organisations and the SIGMA programme with the European Union. Both SIGMA and the MENA-OECD Governance Programme have been positively evaluated by independent evaluators in recent years.⁷ The extension in 2015 of the MENA initiative through to 2020 acknowledged the need, as highlighted in the evaluation, for more emphasis to be placed on the monitoring and evaluation of programme outcomes.⁸ The participation of Partners in the Committee has been particularly useful in providing opportunities for Members to understand and learn from non-Members' sometimes ambitious public governance reforms.

33. The Committee engages with a number of international organisations through their participation in meetings, with the World Bank being a key counterpart and provider of inputs into a range of work areas such as procurement, e-government and budgeting. In the case of other stakeholders, the PGC Bureau consults with BIAC, TUAC, and representatives of civil society represented by CIVICUS⁹ and Transparency International, in a session in advance of its plenary meetings. These stakeholders are also invited to participate in the Committee's symposia and plenary sessions in its ministerial-level meetings. Progress has been made over the review period in strengthening this aspect of the Committee's functioning, leading to better coordination and collaboration, and usefully broadening the range of perspectives it is able to draw on, although this has taken place in a largely *ad hoc* manner in the absence of a clear 'open government' strategy that would optimise stakeholder contributions.

7. http://www.sida.se/contentassets/9f883fcbb0234a98b32ad08e1c939b1f/mid-term-review-of-the-mena-oecd-investment-programme-2011-2015---final-report_3742.pdf
http://ec.europa.eu/europeaid/sites/devco/files/evaluation-programme-support-sigma-enpi-1325-main-report-201306_en_0.pdf

8. Strategic decisions on the MENA Programme take place in the External Relations Committee (ERC).

9. CIVICUS, the World Alliance for Citizen Participation, is a network of local, national, regional and international civil society organisations.

Recommendation N°3: The Public Governance Committee should establish a strategy for reinforcing its engagement with existing stakeholders by providing a framework for when, how and to what end the involvement of stakeholders in its work takes place.

4. Proposed action

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

THE COUNCIL

- a) noted document [C\(2017\)72](#);
- b) noted that the Evaluation Committee assessment with regard to the Public Governance Committee was “High to Very High” for the evaluation criteria of relevance, “Low to Medium” for effectiveness and “Very High” for efficiency;
- c) approved the recommendations proposed by the Evaluation Committee as set out in document [C\(2017\)72](#);
- d) invited the Public Governance Committee to:
 - i) take appropriate measures for the implementation of the recommendations, as relevant drawing on information provided in the IDE Good Practice repository and take into account the results of the evaluation during the review of its mandate;
 - ii) present an action plan corresponding with the recommendations to the Evaluation Committee before the end of December 2017;
- e) invited the Evaluation Committee to monitor the implementation of the recommendations and to submit a report on this matter to the Council before the end of June 2018.

ANNEX I OBSERVATIONS, ANALYSES AND ASSESSMENT

1. Scope and focus of the evaluation

35. The scope of this evaluation is the Public Governance Committee and its substructure. The contribution to the implementation of the Committee's work by any topic-specific task forces and networks also falls within the scope of the exercise.

36. The evaluation, which had as its main focus the period from 2007 to 2016, covered the following elements:

- the orientation and functioning of the Public Governance Committee from 2009 onwards;
- the quality of Output Results produced under the Public Governance Committee responsibility during the period 2007 to 2014 within Output Area 4.3.1 (Public Sector Effectiveness);¹⁰
- the impacts up to the present induced by the aforementioned Output Area primarily at the level of Members¹¹.

2. Methodology

37. The IDE of the Public Governance Committee was formally launched on 24 April 2015 when the Evaluation Committee met with the Bureau to validate the Terms of Reference.¹² The intermediate report was reviewed by the Evaluation Committee at its meeting of 20 September 2016. The draft final report was reviewed by the Evaluation Committee at its meetings of 23 January and 27 February 2017, and then presented to the Bureau for discussion and validation on 25 April 2017.

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

- **relevance**, i.e. how well its objectives have been attuned to the needs of the Members;
- **effectiveness**, i.e. the extent to which its work has been having an impact at the level of the Members, and if these impacts are in line with its objectives;
- **efficiency**, i.e. the degree to which it has been working efficiently, in terms of
 - the relationship between the outputs produced, particularly with regard to their quality, and resources used;
 - how well it functions.

39. In total, 48 key persons (policymakers, delegates and representatives of other international organisations and stakeholder organisations) were interviewed.¹³ A survey was conducted to collect data on

10. Since the PIR survey for the 2015-16 biennium had still to be carried out when this evaluation took place and the results from the PIR survey for the 2007-08 biennium were not available at the time of the 1st Cycle IDE, the assessment of the impact of the Committee's work in Members covers the period from 2007 to 2014.

11. Members should be understood as the OECD Member countries as well as the European Union, which participates in the work of the Organisation pursuant to Supplementary Protocol No. 1 to the OECD Convention.

12. [CEV\(2015\)4](#).

13. Relevant OECD officials were also consulted as necessary.

the relevance of the Committee's expected outcomes to which 22 Members responded, a participation rate of 62.9%. Data from the Medium-Term Orientations (MTO) and Programme Implementation Reporting (PIR) surveys were also mobilised, along with relevant in-house documentary sources.¹⁴

40. The contribution made by the Public Governance Committee to global priorities via the G20¹⁵ is also taken into account in the assessment of *relevance* and *effectiveness*.

3. Key Committee Facts

3.1 Formal Structure and Output Area(s)

41. The Public Governance Committee has had seven subsidiary bodies within its substructure during review period:¹⁶

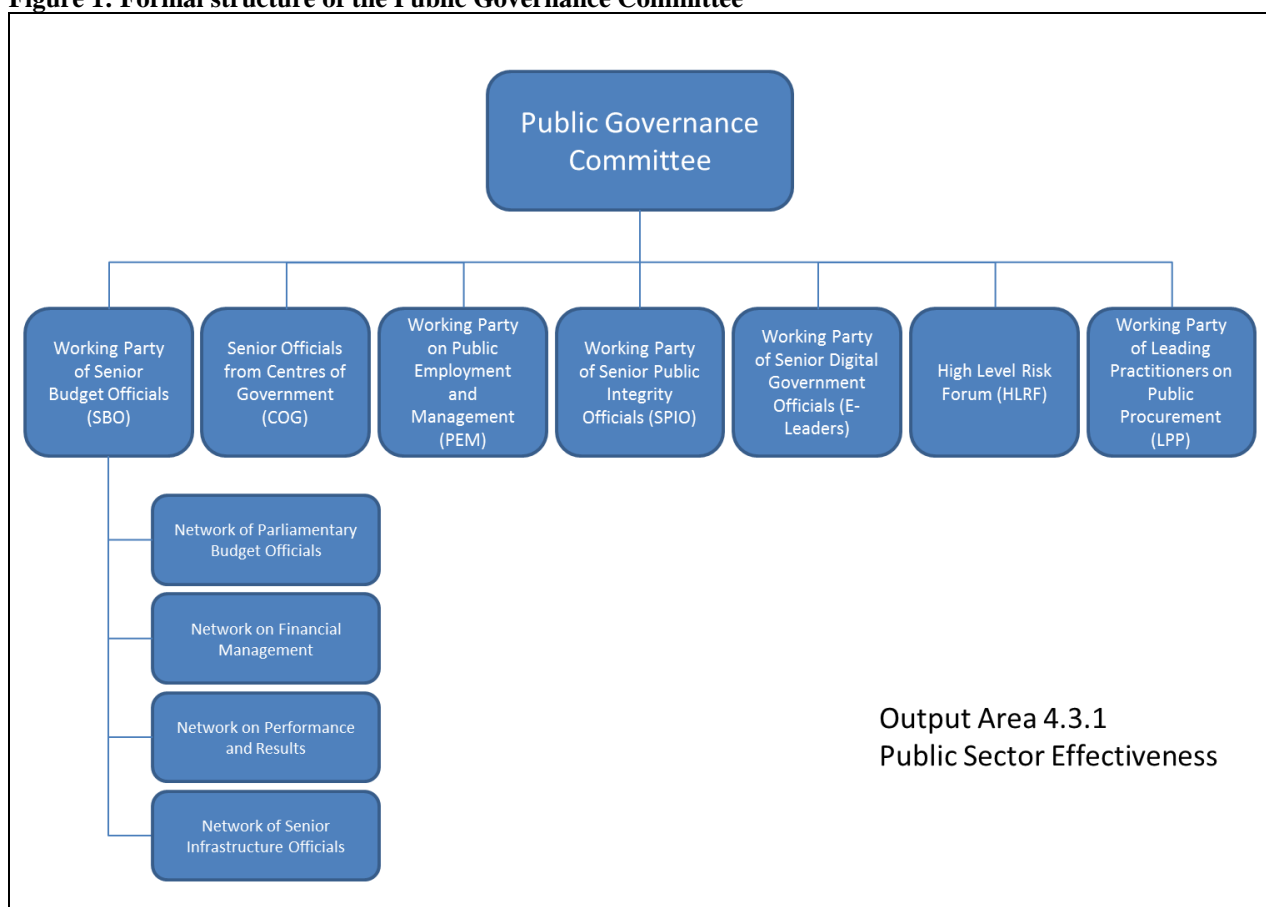
- Working Party of Senior Budget Officials (SBO)¹⁷ - created in 1980;
- Senior Officials from Centres of Government (COG), formerly the Network of Senior Officials from Centres of Government - created 1980;
- Working Party on Public Employment and Management (PEM), formerly the Network on Public Employment and Management - created 1985;
- Working Party of Senior Public Integrity Officials (SPIO), formerly the Network on Public Sector Integrity – created in 2002;
- Working Party of Senior Digital Government Officials (E-Leaders), formerly the Network on E-Government – created in 2003;
- High Level Risk Forum (HLRF) – created in 2014;
- Working Party of Leading Practitioners on Public Procurement (LPPP) – created in 2014.

14. Further information on the conducting of the evaluation can be found in Annex IV.

15. As a forum for international co-operation, the G20 is outside the definition of *international organisation* used to identify counterpart bodies to the OECD which send representatives to Committee meetings or which interact with the Organisation in one way or another in the pursuance of its substantive work in a particular policy area.

16. The mandate of the Public Governance Committee was renewed at the end of 2014 [[C\(2014\)152](#), [C/M\(2014\)13](#)] along with the mandates of the bodies within its substructure. At the same time, its networks were transformed into and/or renamed as working parties.

17. The SBO currently has four sub-groups: the Network of Parliamentary Budget Officials; the Network on Financial Management; the Network on Performance and Results and the Network of Senior Infrastructure Officials. Within this structure of sub-bodies is also an informal body, the Joint Network of Senior Budget and Health Officials on the Fiscal Sustainability of Health Systems, through which there is collaboration with the Health Committee.

Figure 1: Formal structure of the Public Governance Committee

42. The current mandate of Public Governance Committees dates from the end of 2014 and expires in December 2019.

43. The Secretariat of the Public Governance Committee is situated in the Directorate for Public Governance (GOV) and its work is programmed within Output Area 4.3.1 (Public Sector Effectiveness).

3.2 *Work Programme Profile and Products*

44. Over the review period, the Public Governance Committee's work programme has been focused largely on the production of analytical reports, recommendations, peer reviews and statistical reports.

45. A qualitative overview of the relative weight of the components of the Committee's work programme is provided below.

Data/Models / Indicators, Statistical reports	Analytical / Outlook Reports	Good Practice Reports, Benchmarking Studies	Peer Reviews or surveys	Policy Recommendations and guidelines	OECD Instruments		Evaluations
					Recommendations, Declarations ('Soft' Law)	Decisions, Conventions and International Agreements ('Hard' Law)	
XX	XXX	X	XX		XXX		

46. During the period covered by the evaluation, the Committee has developed and proposed to Council the adoption of a number of OECD legal instruments:

- Recommendation of the Council on Public Integrity [[C\(2017\)5](#)];
- Recommendation of the Council on Gender Equality in Public Life [[C\(2015\)164](#)];
- Recommendation of the Council on Public Procurement [[C\(2015\)2](#)];
- Recommendation of the Council on Budgetary Governance [[C\(2015\)1](#)];
- Recommendation of the Council on Digital Government Strategies [[C\(2014\)88](#)];
- Recommendation of the Council on the Governance of Critical Risks [[C/MIN\(2014\)8/FINAL](#)];
- Recommendation of the Council on Principles for Independent Fiscal Institutions [[C\(2014\)17](#)];
- Recommendation of the Council on Principles for Public Governance of Public-Private Partnerships [[C\(2012\)86](#)];
- Recommendation of the Council on Principles for Transparency and Integrity in Lobbying [[C\(2010\)16](#)].

4. Results of the 1st Cycle IDE

47. The 1st Cycle IDE of the Public Governance Committee was conducted in 2008/09, covering the period from 2002 to 2008.¹⁸ The results of the evaluation were reported in November 2009 [[C\(2009\)35](#), its CORR1 & CORR2, [C/M\(2009\)21](#)]. A report on the implementation of recommendations was subsequently presented in January 2012 [[C\(2011\)4](#), [C/M\(2011\)2](#)].

Assessment	
Relevance: How well a committee is attuned to the needs of Members' policymakers.	High
Effectiveness: The extent to which the work of a committee is having an impact on Members' policies, if these impacts are in line with a committee's objectives.	Medium to High
Efficiency: The degree to which a committee is working efficiently, in terms of both how it functions and the relationship between resources used and outputs produced.	Medium to High
Recommendations and follow up	
Recommendations	<ul style="list-style-type: none"> • Recommendation N°1 – 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. • 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.

18. The 1st Cycle IDE covered 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.

	<ul style="list-style-type: none"> • 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 coordination, 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.
Implementation	<ul style="list-style-type: none"> • At the moment of the monitoring report, the implementation of all seven recommendations were reported to be either completed or underway with, in particular: <ul style="list-style-type: none"> ➤ ongoing actions aiming in particular at improving coordination and information flows within the committee structure (Recommendations N°1, N°4 and N°5). ➤ the conversion of two sub-bodies, recognised as not needing to be permanently active, into virtual networks using electronic means to support discussions (Recommendations N°2 and N°3) ➤ the revision of the Global Relations Strategy and evaluation of the MENA Programme by the Swedish International Development Cooperation Agency (SIDA) (Recommendation N°6) ➤ the development of a communications strategy, approved by the PGC in April 2010 (Recommendation N°7)

5. Relevance

48. This section presents an assessment of **the extent to which the Committee’s mandate and work programme are aligned with Members’ policy needs and concerns.**

49. Underlying analyses focus on:

- the degree of alignment between a committee’s work programme and mandate objectives and the policy needs of Members’ policymakers;
- the extent of interest of OECD Members in a committee’s work as evidenced by delegates’ willingness to travel from capitals to participate in meetings;
- the degree to which Members consider that the Output Area(s) for which a committee is accountable represents a priority for the OECD in terms of changes in Part I funding.

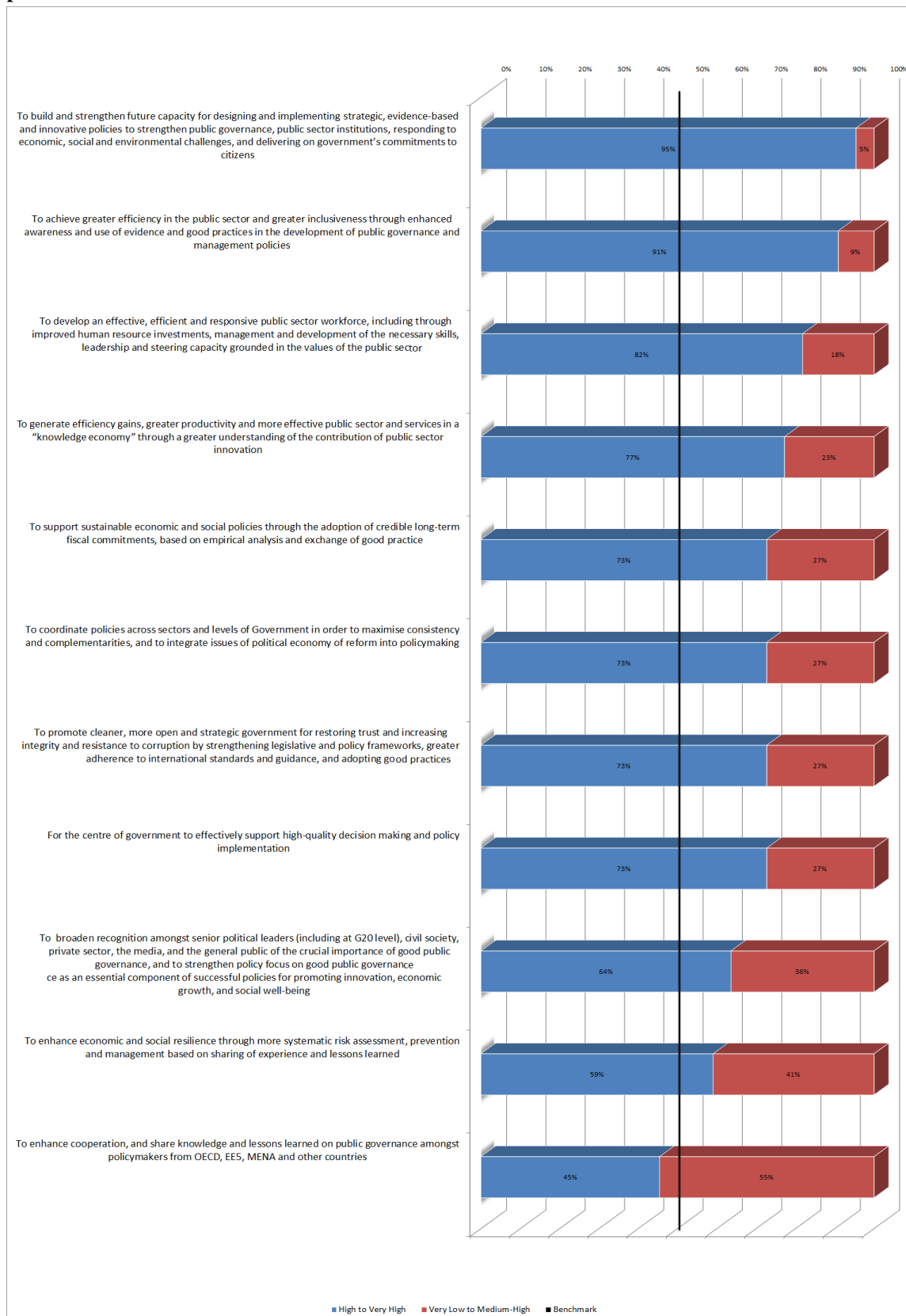
5.1 To what extent have the Committee’s work programme and mandate objectives been aligned with the needs of policymakers?

50. Ten of the Public Governance Committee’s eleven policy objectives derived from its mandate and work programmes for the period from 2009 to 2016 are situated on or above the benchmark of one-half of Members assessing them as highly or very highly aligned with their policymaking needs and concerns (See Figure 2, below).

51. Two objectives in particular stand out in terms of their resonance for policymakers in the field of public sector effectiveness, being of high or very high relevance in all or almost all of Members:

- to build and strengthen future capacity for designing and implementing strategic, evidence-based and innovative policies to strengthen public governance, public sector institutions, responding to economic, social and environmental challenges, and delivering on government's commitments to citizens;
- to achieve greater efficiency in the public sector and greater inclusiveness through enhanced awareness and use of evidence and good practices in the development of public governance and management policies.

Figure 2: Relevance of work programme and mandate objectives to Members’ policy needs in the area of public sector effectiveness

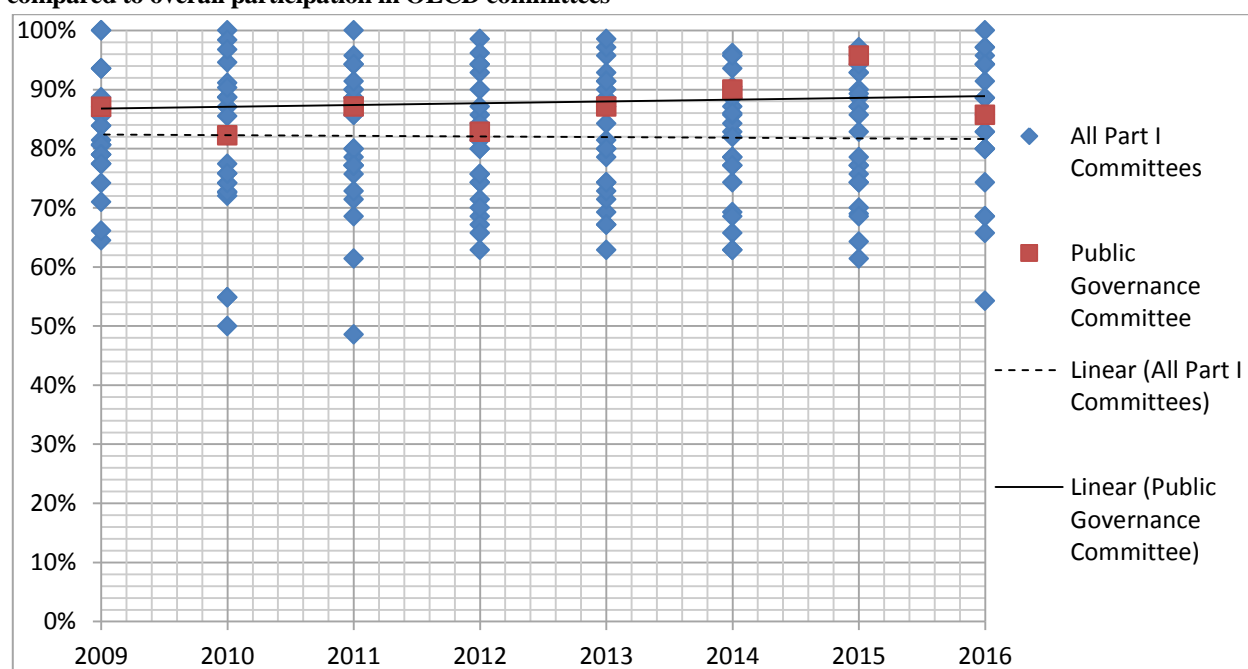


Source: IDE Survey

5.2 To what extent is the Committee attracting experts and policymakers to participate in its meetings?

52. Capital-based delegate participation in OECD Committees¹⁹ overall has been stable from 2009 to 2016, while participation in the Public Governance Committee has been on an upwards trend, starting from a level in 2009 that was higher the average (See Figure 3, below).

Figure 3: Evolution of capital-based delegate participation in the Public Governance Committee for 2009-16 compared to overall participation in OECD committees²⁰



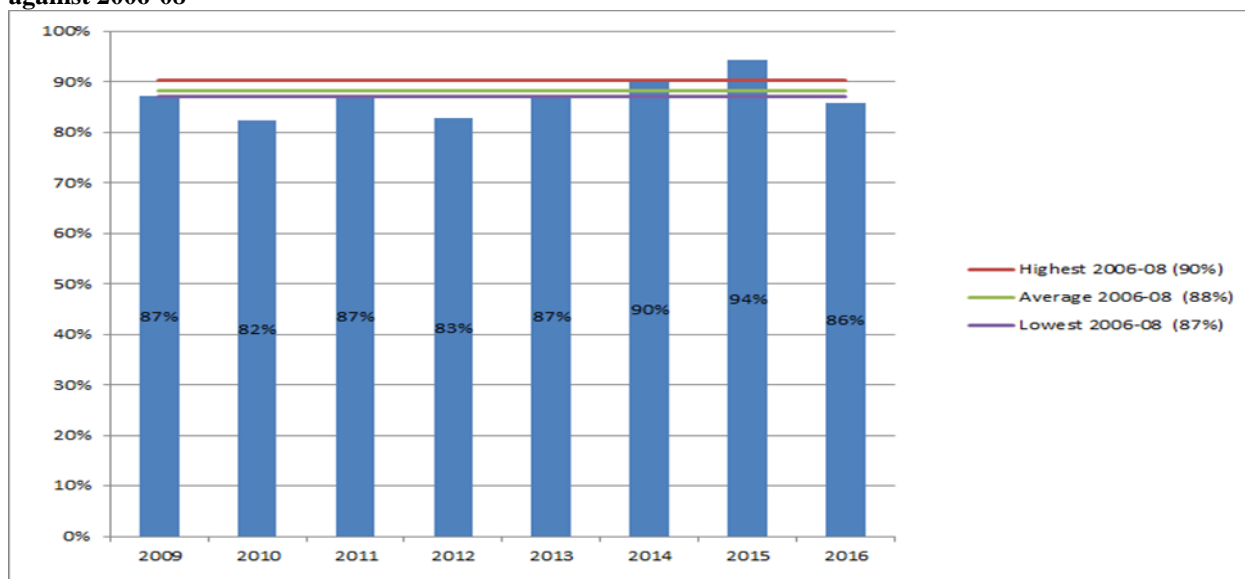
Source: Meeting summaries and EMS

53. Participation by delegates from capitals in the Committee during 2009-16 period has for the most part been situated on or slightly below lowest level for the reference period (2006-08), peaking in 2015 at 94%, before falling back to 86% in 2016 (See Figure 4, below).

19. % of delegations including at least one delegate based in the capital, including both physical and virtual participation as recorded in meeting summaries and in EMS.

20. All Level I OECD bodies in existence at some point during the review period and responsible for work funded from the Part I budget.

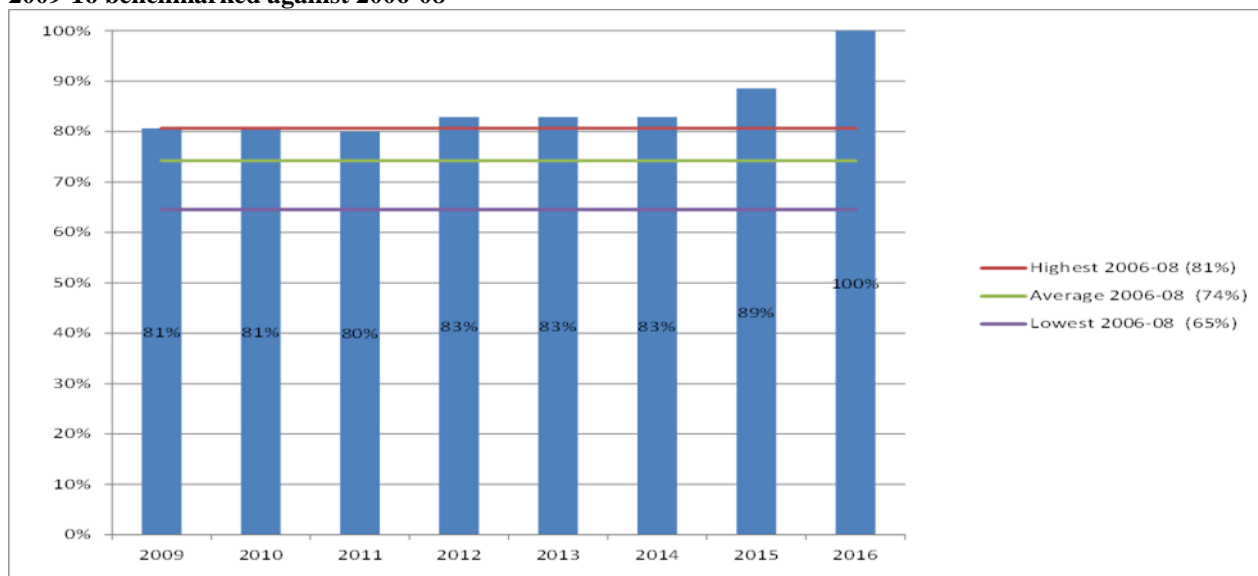
Figure 4: Capital-based delegate participation in the Public Governance Committee for 2009-16 benchmarked against 2006-08



Source: Meeting summaries and EMS

54. With the exception of 2011, capital-based delegate participation in the Working Party on Senior Budget Officials has systematically been on or above the highest level of the reference period (2006-08) of 81%, hitting the highest point in 2016 of 100% (See Figure 5, below).

Figure 5: Capital-based delegate participation in the Working Party of Senior Budget Officials (SBO) for 2009-16 benchmarked against 2006-08

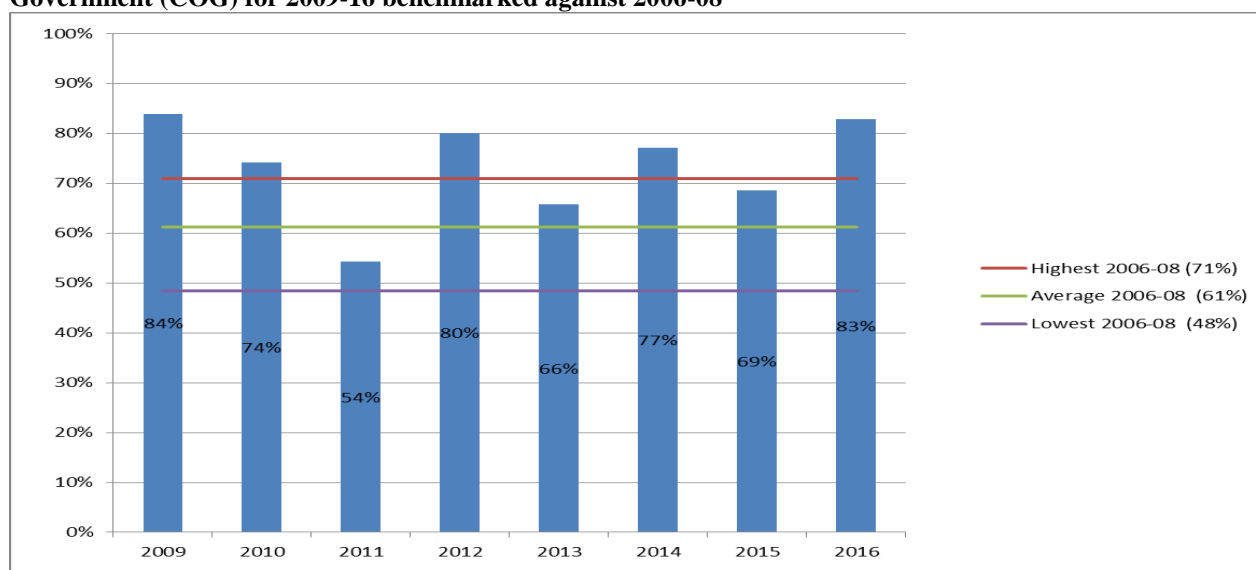


Source: Meeting summaries and EMS

55. Capital-based delegate participation in the (Network of) Senior Officials from Centres of Government, with the exception of 2011, has been systematically situated above the average level of 61% observed during the reference period. In five out of the eight years, it has been above the highest level of 71%²¹ (see Figure 6, below).

21. See Recommendation N°4 of the 1st Cycle IDE.

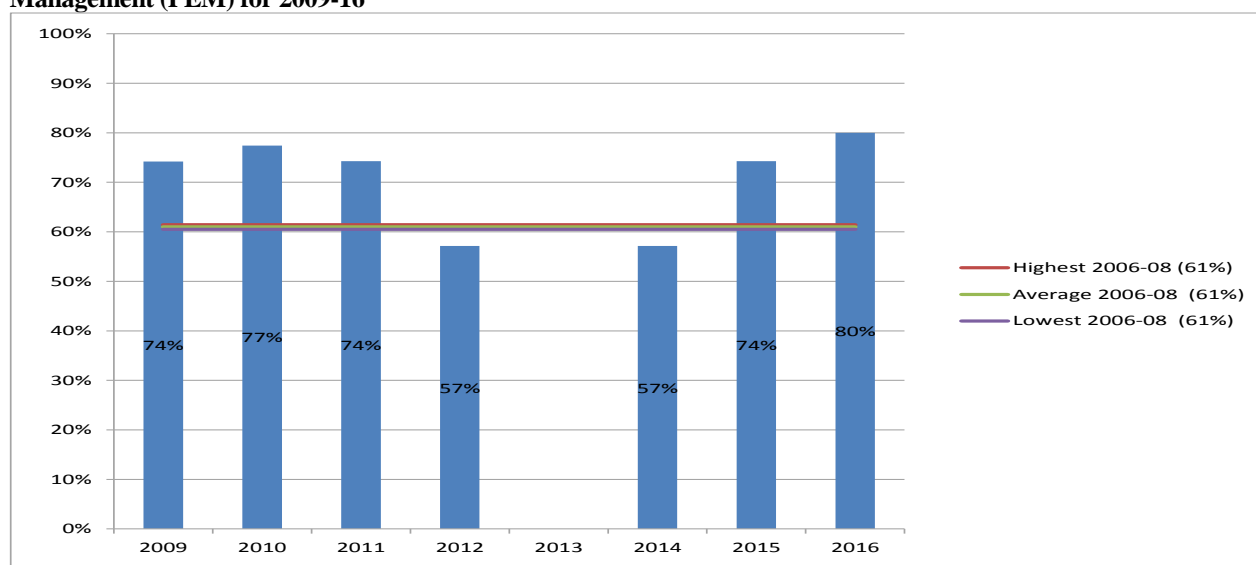
Figure 6: Capital-based delegate participation in the (Network of) Senior Officials from Centres of Government (COG) for 2009-16 benchmarked against 2006-08



Source: Meeting summaries and EMS

56. Capital-based participation in the Working Party/Network on Public Employment and Management has exceeded the level observed during the 2006-08 period in five of the seven years it has met during the review period, touching 80% in 2016²² (see Figure 7, below).

Figure 7: Capital-based delegate participation in the Working Party/Network on Public Employment and Management (PEM) for 2009-16



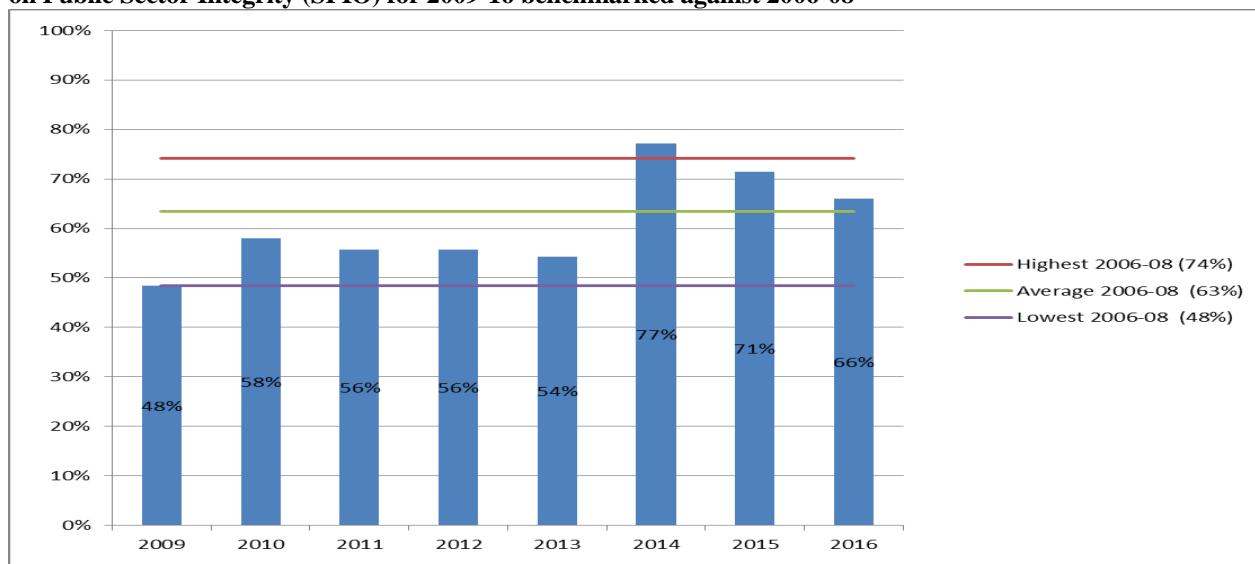
Source: Meeting summaries and EMS

No meeting held in 2013

22. See Recommendation N°3 of the 1st Cycle IDE.

57. Capital-based participation in the Working Party of Senior Public Integrity Officials /Network on Public Sector Integrity was situated below average (63%) level of the benchmark period up to 2013, after which it increased noticeably to reach 77% in 2014 before falling back to 66% in 2016 (see Figure 8, below).

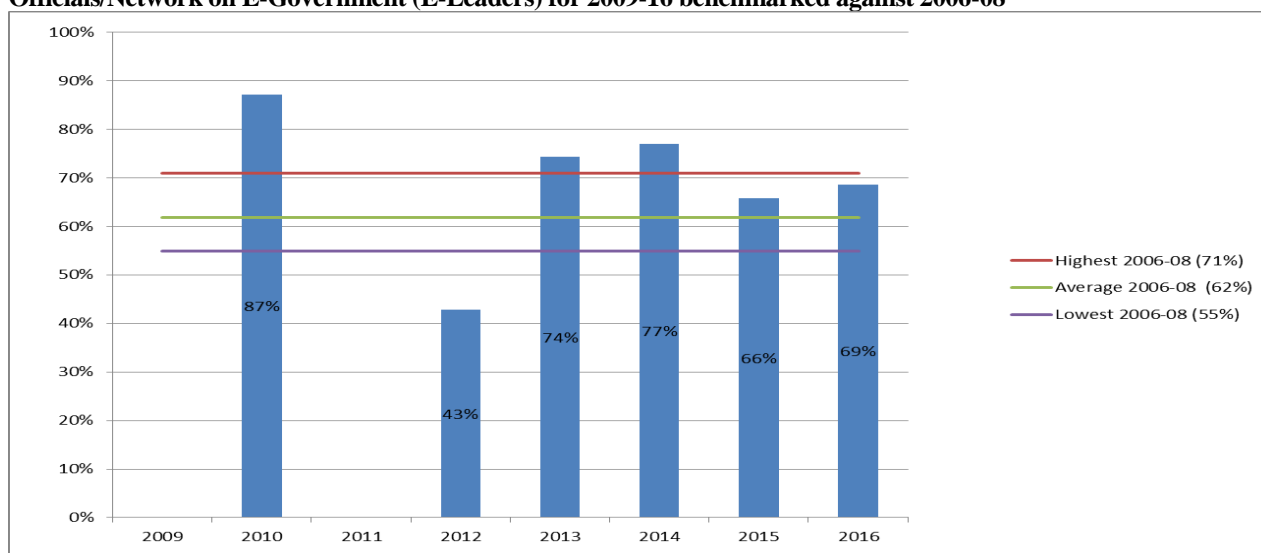
Figure 8: Capital-based delegate participation in the Working Party of Senior Public Integrity Officials/Network on Public Sector Integrity (SPIO) for 2009-16 benchmarked against 2006-08



Source: Meeting summaries and EMS

58. With the exception of 2012, capital-based delegate participation in the Working Party of Senior Digital Government Officials/Network on E-Government has been systematically situated above the average of 62% observed during the reference period.²³ In three out of the six years when meetings were held, it has been above the highest level of 71% (see Figure 9, below).

Figure 9: Capital-based delegate participation in the Working Party of Senior Digital Government Officials/Network on E-Government (E-Leaders) for 2009-16 benchmarked against 2006-08



Source: Meeting summaries and EMS
Meetings were not held in 2009 and 2011.

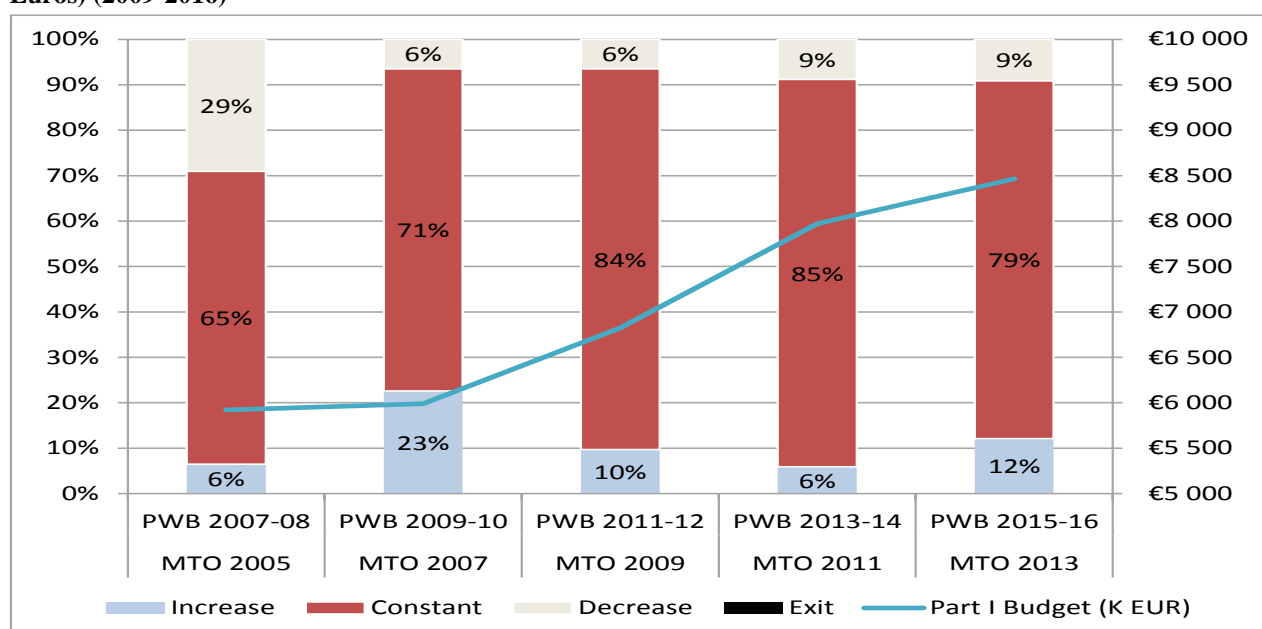
23. See Recommendation N°2 of the 1st Cycle IDE.

59. In the case of the High Level Risk Forum (HLRF), capital-based delegate participation stood at 69% in 2014, its first year as a formal Committee sub-body and at 77% in 2015. As for the similarly recent Working Party of Leading Practitioners on Public Procurement (LPP), at its first meeting (held jointly with the Public Integrity Network), capital-based delegate participation was at 74%. The following year, in 2015, stood at 53% and the year after at 60%.

5.3 To what extent has the work of the Committee been viewed by Members to be in a priority Output Area?

60. Work conducted under the accountability of the Committee is programmed within Output Area 4.3.1 (Public Sector Effectiveness). Going from being assessed as being a ‘lower priority’ Output Area for Part I funding in the 2007-08 PWB to a ‘higher priority’ Output Area in the 2009-10 biennium, it has since been considered by Members to be a ‘middle ranking’ priority.²⁴ Part I resources allocated to this Output Area have increased steadily since the 2009-10 biennium.

Figure 10: MTO results (%) for Output Area 4.3.1 (Public Sector Effectiveness) and Part I budget (in K Euros) (2009-2016)



Source: MTO and PWB

24. 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 Evaluation, 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].

A ‘higher priority’ Output Area corresponds with at least 7 Members indicating that they would prefer to increase resources from the Part I Budget in the concerned policy field. A ‘lower priority’ Output Area corresponds with as at least 7 Members indicating that they would prefer to decrease resources in the concerned policy field (i.e. at least 22% calculated on the basis of 31 Members up to the 2009 MTO exercise for the 2011-12 PWB). For the 2011 MTO, which covers 35 Members, the threshold has been modified to 8 Members. A ‘middle ranking’ priority is situated between the two and also includes Output Areas where Members’ preferences are polarised between increasing and decreasing Part I resources.

5.4 To what extent have topics programmed by the Committee and G20 priorities been aligned?

61. Five G20 priority issues, relating mainly to anti-corruption, have fallen within the scope of the Public Governance Committee's mandate during the review period and have been addressed in its work programme, namely:

- disaster risk assessment;²⁵
- public integrity, including whistleblower protection and financial asset disclosure for public officials;²⁶
- public procurement;
- open government data;²⁷
- budget transparency.

5.5 Assessment

62. The assessment of relevance draws on the abovementioned indicators, benchmarked and weighted as follows:

- Ten of the eleven mandate objectives and expected outcomes of the Public Governance Committee are assessed by at least one-half of Members as being highly or very highly aligned with their policy needs and concerns (see Figure 2, page 18). This corresponds with a sub-rating of 'very high' for relevance (See Table 1, below). This sub-rating carries a weighting of 50%, i.e. it has the same weight as the indicators for MTO results and capital-based delegate participation indicators combined.
- Capital-based delegate participation in the Committee has increased from 2007 to 2016 compared to the overall stability in OECD Committees as a whole (See Figure 3, page 19), while in comparison to the reference period, it has been relatively stable around the lowest/average level of 87%/88% (See Figure 4, page 20). As for the Committee's sub-bodies, participation has regularly equalled or exceeded the highest level of the reference period in the case of the PEM (five out of seven years), or the average level in the case of the SBO (all review years) and the COG (seven out of eight years), or the lowest in the case of the PGC, SPIO and E-Leaders (six out of eight, seven out of eight and five out of six respectively) (See Figure 4, Figure 5, Figure 6, Figure 7, Figure 8 and Figure 9 on pages 20, 21 and 22). Globally, these observations correspond with an increasing level of relevance of compared to the 'high' rating of the 1st Cycle In-depth Evaluation. This sub-rating is therefore assessed as 'very high' and carries a weighting of 25% (See Table 2, below).²⁸
- The work of the Public Governance Committee is programmed in the Public Sector Effectiveness Output Area (4.3.1). The results of successive MTO surveys relating to the 2007-08 to 2015-16 PWBs indicate that this Output Area has gone from being a 'low priority' to a 'middle ranking priority' with respect to Part I funding over the review period. At the same time, Part I resources allocated to the Output Area have been gradually increasing (See Figure 10, page 23).

25. [GOV/PGC/HLRF\(2012\)1/REV2](#).

26. [GOV/PGC/RD\(2013\)2](#).

27. [GOV/PGC/RD\(2016\)1](#).

28. Having been recently become formal PGC sub-bodies, the High Level Risk Forum (HLRF) and the Working Party of Leading Practitioners on Public Procurement (LPP) are not included in this assessment.

Consequently, this sub-rating for relevance is considered to be 'medium' (See Table 3, below). This sub-rating carries a weighting of 25%.

63. Considering these results and the weightings given to the indicators, and taking into account the correspondence between some elements of the Committee's work programme and priority issues identified at global level in a G20 context, the relevance of the Committee is assessed as **HIGH TO VERY HIGH**.

Table 1: To what extent have the Committee's mandate objectives and expected outcomes aligned with the needs of policymakers?

% of mandate objectives and expected outcomes assessed by at least one-half of Members as being highly or very highly aligned with their policy needs									
Ratings	Very Low	Very Low to Low	Low	Low to Medium	Medium	Medium to High	High	High to Very High	Very High
%	0% to 16%	17% to 23%	24% to 36%	37% to 43%	44% to 56%	57% to 63%	64% to 76%	77% to 83%	84% to 100%
Assessment									PGC

Table 2: To what extent is the Committee attracting experts and policymakers to participate in its meetings?

Capital-based delegate participation in the Level I Committee compared to overall participation in OECD Committees		
Trend line in capital-based delegate participation is:	Assessment:	
<ul style="list-style-type: none"> upwards 	Increased relevance	PGC
<ul style="list-style-type: none"> downwards but less than overall trend for OECD Committees 	No significant change in relevance	
<ul style="list-style-type: none"> downwards 	Decreased relevance	
Capital-based delegate participation benchmarked against the reference period		
Capital-based delegate participation in the review period regularly (66% or more of the time):		
<ul style="list-style-type: none"> exceeds the highest level for reference period of three preceding years 	Significantly increased relevance	PEM
<ul style="list-style-type: none"> exceeds average for reference period of three preceding years 	Increased relevance	SBO / COG
<ul style="list-style-type: none"> falls below the average for reference period of three preceding years 	Decreased relevance	
<ul style="list-style-type: none"> falls below the lowest for reference period of three preceding years 	Significantly decreased relevance	
Capital-based delegate participation in the review period has been stable, and is thus outside the above categories	Unchanged relevance	PGC / SPIO / E-Leaders

Table 3: To what extent has the work of the Committee been viewed by Members to be in a priority Output Area?

Early part of review period	Later part of review period	Part I Budget evolution over review period	Rating	Assessment
Higher priority	Higher priority	Increasing	Very High	
		Falling or stable	High	
	Middle Ranking Priority	Increasing	High	
		Falling or stable	Medium	
	Lower Priority	Increasing	High	
		Falling or stable	Low	
Middle Ranking Priority	Higher Priority	Increasing	High	
		Falling or stable	High	
	Middle Ranking Priority	Increasing	Medium	
		Falling or stable	Medium	
	Lower Priority	Increasing	Medium	
		Falling or stable	Low	
Lower Priority	Higher Priority	Increasing	High	
		Falling or stable	High	
	Middle Ranking Priority	Increasing	Medium	PGC
		Falling or stable	Medium	
	Lower Priority	Increasing	Low	
		Falling or stable	Very Low	

6. Effectiveness

64. This section presents an assessment of **the extent to which policy impacts resulting from the Committee's products are occurring and whether they correspond with areas of highest policy needs and concerns.**

65. Underlying analyses focus on:

- the degree of impact on Members' policies of a committee's products;
- insights from a selection of Members into what policy impacts have occurred and why;
- the extent to which impacts correspond with areas of Members' highest policy need.

6.1 *What has been the overall impact of the Committee's work from 2007 to 2014?*

66. The overall impact of a product group is calculated on the following basis:²⁹

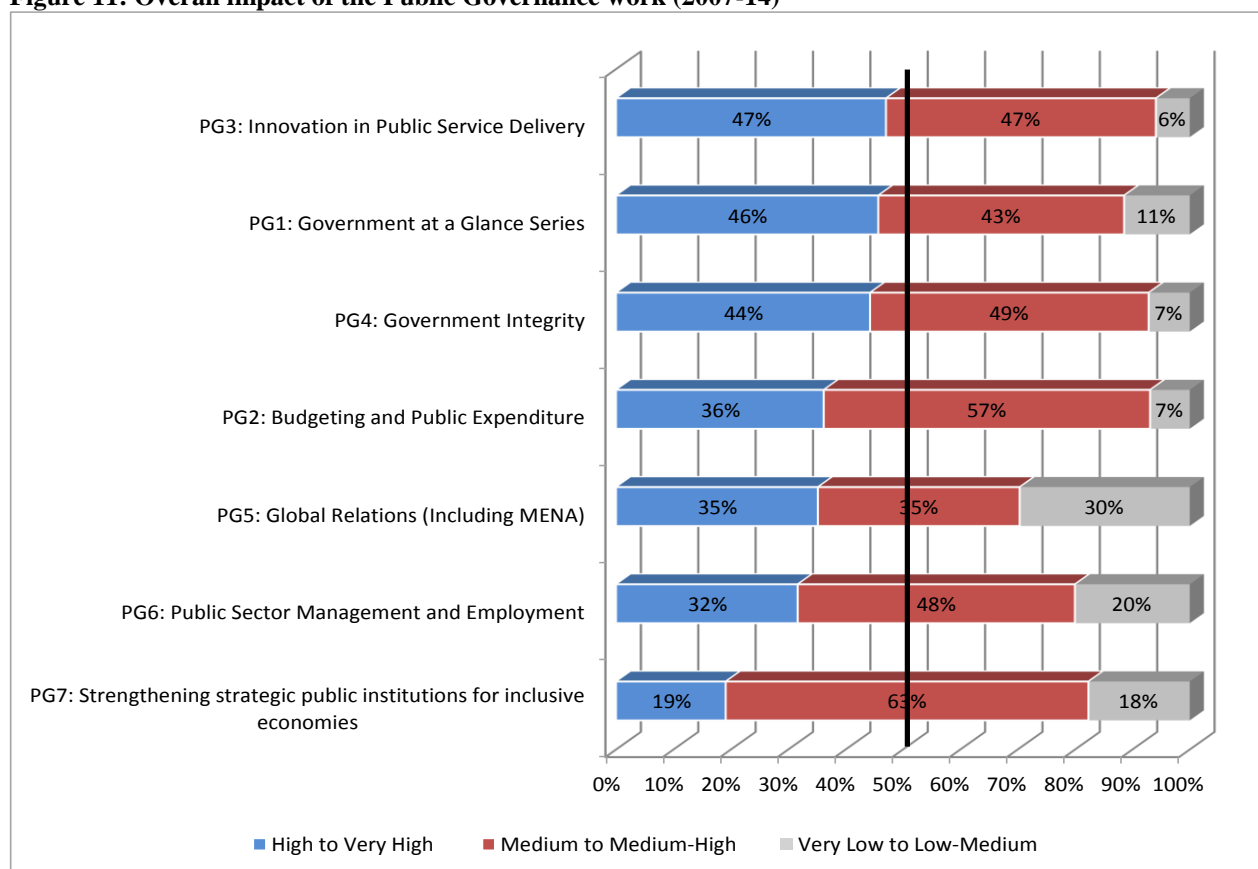
Overall impact = Actual impact on Members' policy + Potential impact on Members' policy + Impact on the visibility and credibility of the OECD

67. PIR survey data indicates that none of the seven product groups identified from the Public Governance Committee's 2007-08, 2009-10, 2011-12 and 2013-14 work programmes have had a high level of overall impact for one-half or more of Members (see Figure 11, below). Against this backdrop, the product groups with the strongest impact in a sizeable minority of Members (i.e. more than 40%) are:

- Innovation in Public Service Delivery;
- *Government at a Glance* series;³⁰
- Government Integrity.

29. Overall impact reflects PIR survey results prior to breaking out of different types of impacts. The breakout analysis is possible for the 2009-10 and 2011-12 PWBs following the integration of use/impact descriptors since the 2011 PIR questionnaire. However, for the sake of consistency with previous 2nd Cycle IDEs, the actual impact on Members is only calculated in the case of the products developed under the last biennium. Subsequent to a review of the PIR, as of 2015 the impact descriptor *OECD visibility and credibility* has been dropped from the survey.

30. In recent years, the *Government at a Glance* publication is reported to have become the second most downloaded OECD at a Glance publication.

Figure 11: Overall impact of the Public Governance work (2007-14)

Source: PIR survey (2009, 2011, 2013 and 2015)

68. Some of the PGC's products are also reported by other international organisations and stakeholder bodies to have been used or to have a strong potential for use in the coming period in their work in Partners. This is particularly the case for some of the instruments developed by the Committee and related work on best practices the areas of *Innovation and Public Service Delivery* (Product Group 3) and *Government Integrity* (Product Group 4). One example of this is the work by the Inter-American Development Bank (IADB) to promote alignment with and adoption of the *Recommendation on Public Procurement* (2015) in Latin America, including workshops and conferences to show advances in OECD best practices and how to successfully implement them. The World Bank has also been using material from these groups of products, for example the *OECD Principles for Integrity in Public Procurement* (2008) as a basis for a high-level harmonisation which the Bank has adopted in this field.

6.2 What has been the actual impact of the Committee's work on Members' policymaking in 2013 and 2014?

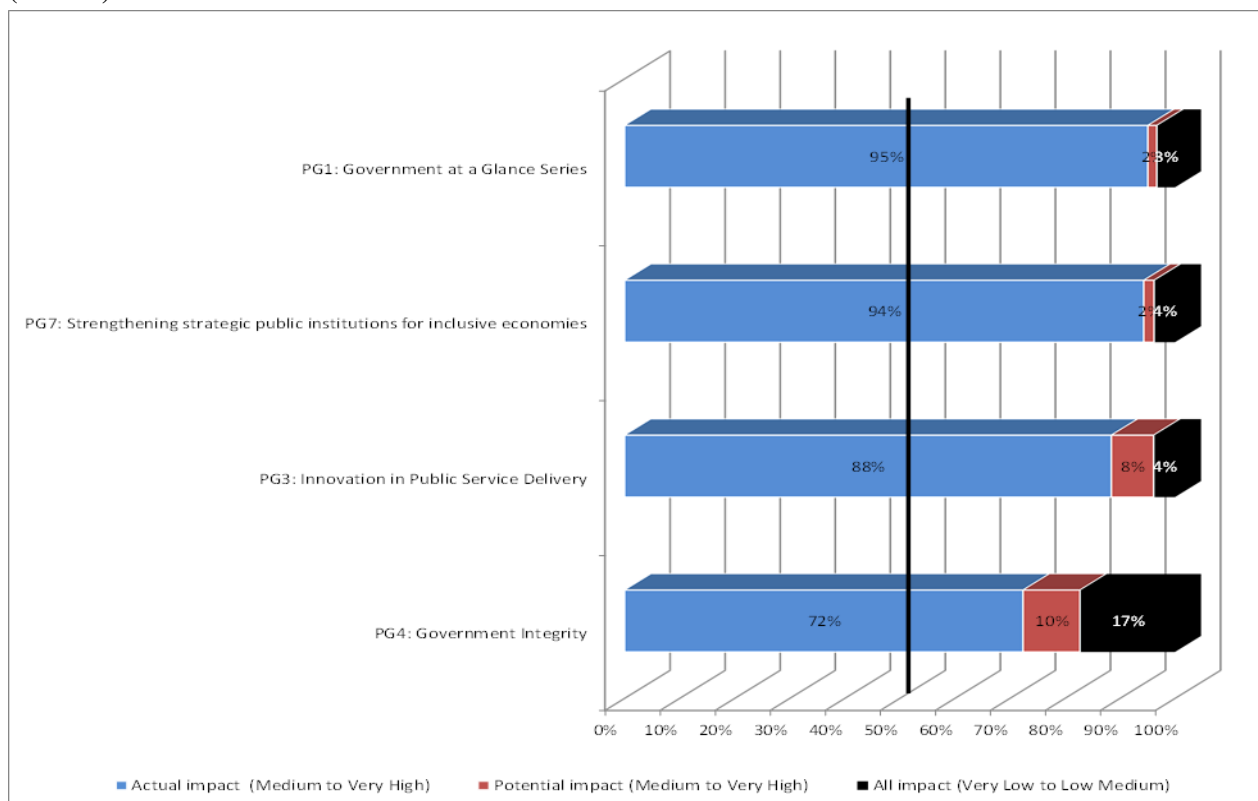
69. The actual impact of a product group is calculated on the following basis:

<p>Actual impact on Members' policy = Overall impact - Potential impact on Members' policy</p>
--

70. All four Product Groups reflected in the Public Governance Committee's 2013-14 work programme achieved at least a 'medium' level of actual impact on policy in one-half or more of Members (see Figure 12, below). Actual impact is assessed as highest in the case of:

- *Government at a Glance* series;
- Strengthening of strategic public institutions for inclusive economies.

Figure 12: From overall to actual impact of the Public Governance Committee's work on Members' policymaking (2013-14)³¹



Source: PIR survey (2015)

71. Members responding to the 2011, 2013 and 2015 PIR end-user survey³² provided feedback on the types of actual policy impacts produced by the Committee's Product Groups of the 2009-14 bienniums (See Figure 13, below). The most prevalent types of actual use/impacts reported (accounting for at least 10% each and just over 50% of all the use/impacts identified) are:

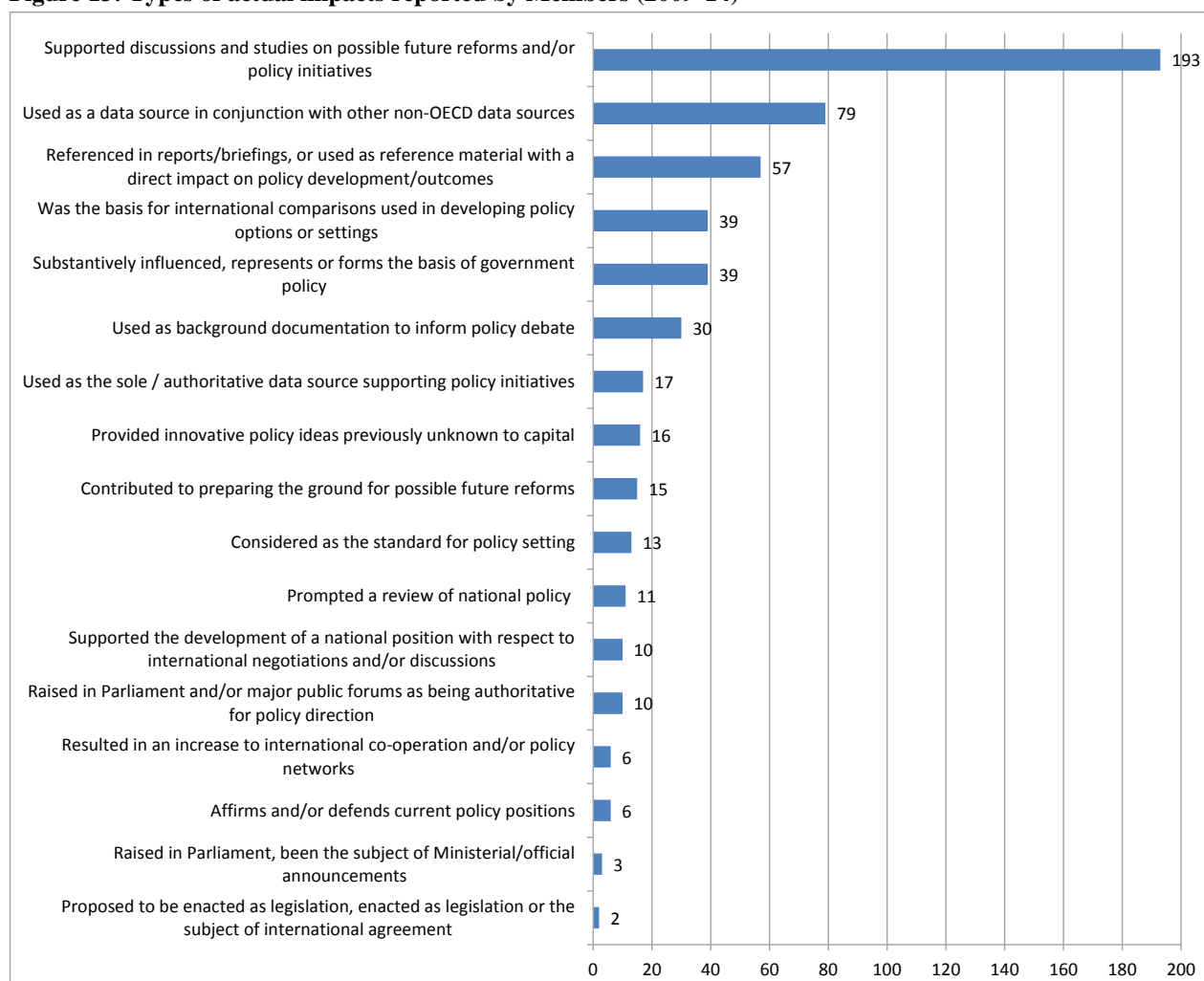
- Supported discussions and studies on possible future reforms and/or policy initiatives;

31. See Legend. All Impact (Very Low to Low-Medium) = Actual impact (Very Low to Low-Medium) + Potential impact (Very Low to Low-Medium).

32. The identification of types of use/impact by PIR survey respondents was introduced in 2011 and has evolved in successive survey rounds. Notably, the 2011 PIR survey allowed only one response per Member but more multiple use/impact statements could be selected to accompany the impact rating of each Output result. In the case of the 2013 PIR survey, multiple respondents per member provided feedback, though each one could only report one type of actual use/impact per Output result. Some streamlining of use/impact statements took place in the context of the 2015 PIR survey and a new statement (Affirms and/or defends current policy positions) added. Figure 8 presents the frequency of use/impact statements reported across the three surveys.

- Used as a data source in conjunction with other non-OECD data sources;
- Referenced in reports/briefings, or used as reference material with a direct impact on policy development/outcomes.

Figure 13: Types of actual impacts reported by Members (2009-14)



Source: PIR survey (2011, 2013 and 2015)

6.3 *In-depth examination of policy impacts*

72. This examination draws primarily on data collected through interviews with policymakers in the relevant ministries and agencies working in the policy area of public sector effectiveness in Finland, France, Germany, Hungary, Israel, Japan, Korea, Mexico, Portugal, and the United Kingdom.

6.3.1 *Examples of policy impacts*

73. Detailed examples of use and policy impact of the Public Governance Committee's products in the abovementioned Members are compiled in Table 4, below.

Table 4: Examples of use and policy impacts in Members

Product Groups	Years	Use and Impacts
PG1: Government at a Glance	2009-14	<ul style="list-style-type: none"> • <i>Government at a Glance</i> has been used: <ul style="list-style-type: none"> ➢ As a reference for understanding the current situation of other OECD member countries and to inform the formulation of policies. [Japan] ➢ To support the strategy of regaining trust in governance as well as influencing the policy's inclusion of citizen input for public service delivery, and to see what are the structures of the civil service in other countries to see how the country can improve. OECD numbers and statistics have also been used in creating the executive proposal of the budget. [Mexico] ➢ To benchmark the country's performance in comparison to others and to check that the country is adopting the best thinking from around the world. [United Kingdom]
PG2: Budgeting and Public Expenditure	2007-12	<ul style="list-style-type: none"> • <i>Budgeting Practices and Procedures in OECD Countries</i> (2014) has been used: <ul style="list-style-type: none"> ➢ For debates in the national budgetary committee, such as the discussion on adopting top-down budgeting. [Germany] ➢ In strategic work after filing the finance bill each year, as each sub-directorate is required to do international benchmarking and to look at the latest innovations on various financial and budgetary aspects. [France] • <i>Peer Review of Budget Processes</i> documents were used to inform reforms to link performance management more closely with the budgeting process. [Finland] • <i>Restoring Public Finances 2012 update</i> (2012); <i>Lessons from the crisis: Will the Crisis Change Budgeting</i> (2012) and <i>The Politics of Fiscal Austerity: Democracies and Hard Choices</i> (2012) informed an analyses and the comparisons of public finance situations to support inter-ministerial discussions on the trajectory of public finances. [France] • <i>The 2014 Budget Review of Germany</i> highlighted that the performance information in the budget was weak, and it included recommendations on the topic of spending reviews. The information from this report, in addition to OECD meetings and other papers, helped the line ministry convince the politicians to introduce spending reviews. Today, selective reviews are part of the annual drafting procedure. The <i>Recommendation of the Council on Principles for Independent Fiscal Institutions</i> (2014) was used when the government was looking to introduce a reform to create more independent fiscal institutions. This included making specific references to the principles in this document, and using the information in a policy memo as a background explanation to the legislative draft. It was also used in discussions to advocate for the reform by highlighting where the country falls short of the OECD Recommendation. More generally, the development agency is working with its partner countries on issues such as good financial governance, by referring to the internationally acknowledged standards and examples of other countries to help Partners develop their own models. [Germany] • <i>Public-Private Partnerships: The relevance of Budgeting</i> (2009) was one of the background documents to reform the law on this topic. In formulating the reform, the government looked at processes in different countries and used it as an international reference to guide the direction the reform should take. [Mexico] • <i>Restoring Public Finance 2012 update</i> (2012) and <i>Lessons from the Crisis: Will the Crisis Change Budgeting</i> (2012) provided an overview of the topic and suggestions on what to do, which the country consulted when reforming its accounting system to become more real-time and results-based. A recommendation to institute the Superior Council for Public Finance was followed up in 2011 and 2012. [Portugal]

Product Groups	Years	Use and Impacts
PG3: Innovation in Public Service Delivery	2007-14	<ul style="list-style-type: none"> • The government took and implemented an idea it obtained at the <i>Innovating the Public Sector: from Ideas to Impact Conference held in Paris</i> (November 2014), creating an Open Web Platform that allows staff members to upload ideas for improvement. It is currently in a pilot stage [Israel]. • OPSI is serving as a source for finding new innovative practices and serves as references for policy-making. [Japan] • Examples of international best practices on open data standards found on the <i>Open Government Data webpage</i> helped the government understand the advantages of open data, which has assisted the government in having discussions with civil society and other groups. The OURData Index from this webpage is being used to update the government's policy and open data index, because it serves as a metric and benchmarking instrument, and helps the government stay up to date on this topic. In making the case for the government to use open contracting, the government reviewed relevant OECD documents to understand the main sources of corruption across countries and sectors. This provided a framework and benchmark to help the government decide how to set the goal for its efforts. A more recent product, the Open Data Review of Mexico (2016) included recommendations to use open data to foster the private digital sector and use evidence-based policy making. This has led to two new initiatives, Labora, which helps SMEs use open data, and a data lab evidence and data-based programme for government institutions. Recommendations on open government data also contributed to the creation of a website for the entire federal public administration. [Mexico] • <i>Social Media Use by Governments: A Policy Primer to discuss trends, identify policy opportunities and guide decision makers</i> (2014) was used to see what other countries were doing in relation to this emerging trend. The data and examples of other countries' efforts informed the government's approach. [United Kingdom]
PG4: Government Integrity	2007-14	<ul style="list-style-type: none"> • Documents on integrity were used to inform the creation of the High Authority for Transparency in Public Life, while the <i>Recommendation of the Council on Principles for Transparency and Integrity in Lobbying</i> (2010) was reviewed when establishing Public Finance Board. [France]. • These recommendations and tools have led the country to increase its intensity in activities related to integrity, such as surveying the population's perceptions of public procurement. More specifically on the issue of lobbying [Mexico]: <ul style="list-style-type: none"> ➢ The <i>Recommendation of the Council on Principles for Transparency and Integrity in Lobbying</i> (2010) was used to compare international best practices, and provided a clear and concise direction for the government's lobbying policy. ➢ The questionnaire on lobbying provided during the <i>OECD Integrity Week</i> (2013) allowed the government to assess the state of its regulations on lobbying and advance its policy frame of reference. It also allowed the government to make contacts with Canadian officials. Subsequent meetings to exchange best practices and strategies significantly influenced the 2015 draft law on lobbying, which is waiting to be submitted to Congress. ➢ In contributing to the 3rd Volume (2014) of the <i>Lobbyists, Government and Public Trust</i> series, the analysis helped the government identify key features and gaps of its current rules, such as the need to use evaluations, assessments, and/or formal reviews. This analysis influenced its work on the draft law on lobbying; ➢ Products on lobbying helped to reveal the need for a new legislative scope, uncovered an emerging consensus on the need for transparency in lobbying, and raised awareness of the influence of lobbying practices on the decision-making process as a key lever for restoring trust in the government.

Product Groups	Years	Use and Impacts
		<ul style="list-style-type: none"> The <i>Trust in Government</i> webpage is used as a reference, while the products: <i>Compendium of Good Practices for Integrity in Public Procurement</i> (2014); <i>Integrity in government: towards output and outcome measurement</i> (2009); <i>Framework for Integrity: “Towards a Sound Integrity Framework: Instruments, Processes, Structures and Conditions for Implementation</i> (2008); and <i>Post-Public Employment: Good Practices for Preventing Conflict of Interest</i> (2008), have been used to see how the UK’s systems compare to those of other countries. The <i>Global Forum on Public Governance: Building a Cleaner World: Tools and Good Practices for Fostering a Culture of Integrity</i> (May 2009) served as a reference point, and as a cross reference to see the extent to which the country’s practices are consistent with those in the documentation. [United Kingdom]
PG6: Public Sector Management and Employment	2007-12	<ul style="list-style-type: none"> <i>Rewarding Performance in the Public Sector: Performance-related pay in OECD countries</i> [GOV/PGC/PEM(2012)3] and <i>Achieving public sector agility at times of fiscal consolidation</i> (2012) helped to inspire the government’s reform of appraisal and careers; the reform did not follow the recommendations but rather used the information as a study. [Portugal] The experiences of other countries presented in <i>Public Sector Compensation in Times of Austerity</i> (2012), <i>Public Servants as Partners for Growth: Toward a Stronger, Leaner and More Equitable Workforce</i> (2011), and <i>The State of the Public Service</i> (2008) have been used to inform policy recommendations related to dealing with austerity and the freezing of civil service wages. [Mexico]
PG7: Strengthening strategic public institutions for inclusive economies	2007-14	<ul style="list-style-type: none"> <i>The role of the Centres of Governments in meeting today’s economic challenges</i> (London, 2012) was used in discussions about developing, or the need to develop, the country’s own PMO, i.e. it was used for internal questions. The country review, <i>Finland OECD Public Governance Review of Finland: Working Together to Sustain Success</i> (2010), was used to monitor, assess and evaluate how the country had moved forward, to see if recommendations had been implemented, and to check if any other issue had been overlooked. It also provided a good frame of reference for discussions and direct support to initiatives. The recommendation to better integrate budgeting with political prioritisation of government policies, for example, launched discussions between stakeholders and paved the way for the implementation of reforms. The <i>Finland and Estonia Integrated Public Governance Review</i> of 2015 impacted the Finish government’s cross-border services and regional outlook by providing material to support policy direction and to obtain political support for these issues, for instance seeing how Estonia had progressed in this peer review strengthened support for the government’s digital strategy. These reviews have more generally supported reforms to make ministries work more closely together. [Finland] The <i>Recommendation of the Council on the Governance of Critical Risks</i> (2014) was the basis for the government’s development of a methodology on risk management and control, while <i>Budgeting for Fiscal Space and Government Performance Beyond the Great Recession</i> (2014) informed government discussions on its fiscal space. [Israel] Some of the documents in this Product Group contributed to the implementation of reforms in the Public Evaluation System and reforms related to the results-based budget. [Mexico] The <i>Recommendation of the Council on the Governance of Critical Risks</i> (2014) made important links between various aspects of the issue and framed the discussion with partner countries on what they should do and how. It also prompted a discussion in the High Level Risk Forum on the key elements of an integrated emergency management, helping countries share information, ideas, cross-border comparisons and best practices. The <i>G20/OECD Methodological Framework for Disaster Risk Assessment and Risk Financing</i> (2012) opened up discussions with other stakeholders within the UK on disaster financing, which is now included as part of the wider process of managing disaster risks. [United Kingdom]

Source: Interviews

6.3.2 *Factors identified as supporting or hindering policy impacts*

74. Policymakers identified a range of factors that affect policy impacts of the Public Governance Committee work within their own administrations, as did officials in other international organisations, as users of the Committee's products. Some factors are generally applicable to the Committee and its work (see Table 5, below) while others are related to specific Product Groups and products (see Table 6, below). Some factors were identified as being uniquely supportive of impact in all instances [indicated by (+)], while others were identified as uniquely hindering in nature [indicated by (-)]. In other cases, factors were identified that were more ambiguous in terms of their effects or which either supported or hindered impacts according to the extent to which they were present/absent [indicated by (+/-)].

75. An analysis of the factors highlighted by interviews with end-users in the policy area of public sector effectiveness indicates that:

- The Public Governance Committee has largely succeeded in aligning its policy objectives with Members' policy needs, particularly as they manifest themselves at national level, despite the heterogeneity of public governance frameworks across the OECD. The need for reforms in the aftermath of the financial and economic crisis has also supported the impact potential of the Committee's products, as has the strong interest of other stakeholder groups in public governance and public sector effectiveness. Less supportive of the impact of the PGC's work, however, has been the heterogeneity between Members of the responsibilities of different levels of government and the capacity of sub-national administrations to use the insights embodied in its products. Also, the low frequency of major national public sector reform initiatives in Members is also a factor that limits opportunities for the Committee's products to have a significant and widespread policy impact over any given period of time.
- Factors relating to the functioning of the Committee and which are supportive of its policy impact are notably its engagement of Partners and to some extent other international organisations and stakeholder bodies. Firstly, this helps bring additional perspectives to those of Members to bear on the development of its products and, secondly, provides channels through which its work can be disseminated in addition to the delegates themselves. The Committee's work is increasingly disseminated through electronic means such as email and direct access on the internet, although delegates continue to be the main means through which the communication of products occurs. It is in this context that awareness of the products is low amongst policymakers who are not directly involved in the Committee or its sub-bodies, thus hindering the policy impact of its work.
- Also supportive of the impact of the Committee's products is their credibility and generally high quality, including the pertinence and timeliness of the topics they address, and the degree of detail they contain. While the Committee's products are useful in many policymaking contexts, from serving as background and reference information through to helping the formulation and promotion of reforms, their user-friendliness is somewhat variable. In particular, the length of documents, and in some cases their technical nature, militates against their use by policymakers.

Table 5: General factors supporting or hindering policy impacts

Category	Factors identified
Committee orientation	<ul style="list-style-type: none"> • Alignment of the Committee's policy objectives with Members' policy needs (+)
Committee functioning	<ul style="list-style-type: none"> • Horizontal cooperation with other Committees (+/-)
Product attributes	<ul style="list-style-type: none"> • Quality of products (+) • Pertinence of topics (+) • Credibility of content (+) • Length of documents aimed at policymakers (-)
Dissemination	<ul style="list-style-type: none"> • Electronic availability (website) and dissemination of products (email) (+)
Utility	<ul style="list-style-type: none"> • Useful for providing background and reference information (+) • Useful for comparing practices and approaches internationally (+) • Useful for formulating and promoting reforms domestically (+)
Policy environment	<ul style="list-style-type: none"> • Stakeholder groups' interests (+) • Members' domestic policy priorities (+/-) • Heterogeneity of responsibilities of different levels of government (-) • Frequency of major reforms in Members (-)

Source: Interviews

Table 6: Specific factors supporting or hindering policy impacts

Product Groups	Years	Category	Factors identified
PG1: Government at a Glance	2009-14	Product Attributes	<ul style="list-style-type: none"> • Credibility of content (+) • Degree of detail (+/-) • Length of documents aimed at policymakers (-) • Key insights, analyses and policy orientations (-)
		Dissemination	<ul style="list-style-type: none"> • Physical, via Committee delegates, and electronic dissemination of products (+) • Awareness of products amongst non-delegates (-)
		Utility	<ul style="list-style-type: none"> • Useful for providing background and reference information (+) • Useful for comparing practices and approaches internationally (+) • Useful for benchmarking a country's performance (+) • Useful as a source of best practices (+) • Useful as a source of information on trends (+) • Useful as a source of rules and recommendations to implement (+) • Useful to determine areas for improvement (+) • Useful for staying up to date on debates (+) • Useful for supporting discussions on policy development and reforms (+) • Useful for formulating and promoting reforms domestically (+)
		Policy Environment	<ul style="list-style-type: none"> • Members' domestic policy priorities (+) • Heterogeneity of responsibilities of different levels of government (-)
PG2: Budgeting and Public Expenditure	2007-12	Committee orientation	<ul style="list-style-type: none"> • Focusing of work programme on budgeting-related issues of policy relevance (+/-)
		Committee functioning	<ul style="list-style-type: none"> • Focusing of SBO meetings on discussions on topics pertinent to delegates' expertise (+) • Participation of the private sector in SBO meetings (+/-)
		Product attributes	<ul style="list-style-type: none"> • Pertinence and timeliness of topics (+) • Degree of detail (+) • Length and density of documents (-) • Technical nature of content (-) • Practicality of content (-)

Product Groups	Years	Category	Factors identified
		Dissemination	<ul style="list-style-type: none"> Physical, via SBO delegates, and electronic dissemination of products (+) Awareness of products amongst non-delegates (-)
		Utility	<ul style="list-style-type: none"> Useful for providing background and reference information (+) Useful for comparing practices and approaches internationally (+) Useful source of examples of other countries' experiences (+) Useful for supporting discussions on policy development and reforms (+) Useful to provide insights into the contexts and challenges of other countries (+) Useful to determine the impact of a proposed policy (+) Useful for affirming policy alignment with practices of leading countries (+) Useful to get new ideas when considering a reform or policy (+) Useful for formulating and promoting reforms domestically (+) Useful for allowing Members to share ideas and views with other countries (+)
		Policy environment	<ul style="list-style-type: none"> Aftermath of the financial and economic crisis and subsequent need for reform (+) Members' domestic policy priorities (+/-) Level of domestic development (+/-)
PG3: Innovation in Public Service Delivery	2007-14	Product attributes	<ul style="list-style-type: none"> Credibility of content (+) Pertinence and timeliness of topics (+) User-friendliness of OPSI (+/-) Source of country specific information (+/-) Length of documents aimed at policymakers (-)
		Dissemination	<ul style="list-style-type: none"> Reach of OPSI (-)
		Utility	<ul style="list-style-type: none"> Useful for providing background and reference information (+) Useful source of examples of other countries' experiences (+) Useful for comparing practices and approaches internationally (+) Useful for benchmarking a country's performance (+) Useful as a source of best practices and international standards (+) Useful as a source of new innovations (+) Useful to determine the areas for improvement (+)

Product Groups	Years	Category	Factors identified
			<ul style="list-style-type: none"> Useful for staying up to date on debates (+) Useful for informing strategic work and new approaches (+) Useful for formulating and promoting reforms domestically (+)
		Policy environment	<ul style="list-style-type: none"> Members' domestic policy priorities (+) Administrative capacity at sub-national level to use information produced (-)
PG4: Government Integrity	2007-14	Committee orientation	<ul style="list-style-type: none"> Focusing of work programme on integrity-related issues of policy relevance (+)
		Committee functioning	<ul style="list-style-type: none"> Horizontal cooperation with other OECD bodies (+)
		Product attributes	<ul style="list-style-type: none"> Credibility of content (+) Degree of detail (+) Practicability of recommendations (+) Pertinence of recommendations (+)
		Dissemination	<ul style="list-style-type: none"> Electronic availability of and access to products (+/-)
		Utility	<ul style="list-style-type: none"> Useful for providing background and reference information (+) Useful for supporting discussions on policy development and reforms (+) Useful as a source of rules and recommendations to implement (+) Useful to determine areas for improvement (+) Useful as a source of best practices and international standards (+) Useful for providing guidance and tools to establish dialogue with non-government actors in a standardised fashion (+) Useful for comparing practices and approaches internationally (+) Useful for affirming that a policy is aligned with practices of leading countries (+) Useful to get new ideas of how to further develop (+) Useful for formulating and promoting reforms domestically (+)
PG5: MENA Programme	2007-12	Product attributes	<ul style="list-style-type: none"> Pertinence of topics (+/-)
		Dissemination	<ul style="list-style-type: none"> Shared with the MENA-OECD Governance Programme working groups (+)

Product Groups	Years	Category	Factors identified
		Utility	<ul style="list-style-type: none"> Useful for examples of good practices for countries to implement (+) Useful for informing countries' work on this topic (+)
		Policy environment	<ul style="list-style-type: none"> Members' domestic policy priorities (-)
PG6: Public Sector Management and Employment	2007-12	Committee functioning	<ul style="list-style-type: none"> Engagement of Partners and other stakeholders in PEM (+/-)
		Product attributes	<ul style="list-style-type: none"> Credibility of content (+) Pertinence of topics (+) Policy orientations (-)
		Dissemination	<ul style="list-style-type: none"> Electronic availability (website) and dissemination of products (email) (+)
		Utility	<ul style="list-style-type: none"> Useful for providing background and reference information (+) Useful for comparing practices and approaches internationally (+) Useful as a source of information on trends (+) Useful source of examples of other countries' experiences (+) Useful for supporting discussions on policy development and reforms (+) Useful for formulating and promoting reforms domestically (+) Useful for informing negotiations with non-government entities (+)
		Policy environment	<ul style="list-style-type: none"> Trade union and civil society interest (+) Members' domestic policy priorities (+/-) Heterogeneity of responsibilities of different levels of government (-)
PG7: Strengthening strategic public institutions for inclusive economies	2007-14	Committee functioning	<ul style="list-style-type: none"> Engagement of Partners and other stakeholders in COG and HLRF in meetings (+)
		Product attributes	<ul style="list-style-type: none"> Pertinence of topics (+) Length of documents aimed at policymakers (+/-) Pertinence of peer reviews (+/-) Clarity of recommendations (-)

Product Groups	Years	Category	Factors identified
		Dissemination	<ul style="list-style-type: none"> • HLRF members lead roll out of a new product as a best practice (+) • Awareness of products amongst non-delegates (-)
		Utility	<ul style="list-style-type: none"> • Useful source of data (+) • Useful source of examples of other countries' experiences (+) • Useful as a source of best practices and lessons learned (+) • Useful to provide insights into the context and challenges of other countries (+) • Useful for comparing practices and approaches internationally (+) • Useful for allowing Members to share ideas and views with other countries (+) • Useful for formulating and promoting reforms domestically (+) • Useful for informing negotiations with other international organisations (+) • Useful for framing the discussion and targeting the governments' work (+)
		Policy environment	<ul style="list-style-type: none"> • Aftermath of the financial and economic crisis and subsequent need for reform and follow up on reforms (+) • Civil society and private sector interest (+) • Heterogeneity of responsibilities of different levels of government (-)

Source: Interviews

6.4 What has been the policy impact of the Committee's work at global level?

76. In the context of the G20 priority issues falling within the scope of the Public Governance Committee's work programme, a number of products have been developed since 2009 (See Table 7, below).

Table 7: Policy impact at global level

Issues	Products delivered	Comments
Disaster risk Assessment	<p>PG7: Strengthening strategic public institutions for inclusive economies</p> <ul style="list-style-type: none"> ➤ G20/OECD Methodological Framework for Disaster Risk Assessment and Risk Financing (2012) 	Welcomed by the G20 Leaders at the Los Cabos Summit (2012).
Public integrity, including whistle-blower protection and financial asset disclosure for public officials	<p>PG4: Government Integrity</p> <ul style="list-style-type: none"> ➤ Guiding Principles for Financial and Asset Disclosure for Public Officials (2012) ➤ Guiding Principles on Protection of Whistle-blowers (2011) ➤ Customs Integrity: Taking Stock of Good Practices (2016). 	<p>Adopted by G20 Leaders at the Los Cabos Summit (2012).</p> <p>Endorsed by the G20 Leaders at the Cannes Summit (2011).</p> <p>Adopted by the G20 in the context of its 2015-16 Anti-Corruption Implementation Plan.</p>
Public procurement	<p>PG4: Government Integrity</p> <ul style="list-style-type: none"> ➤ Compendium of Good Practices for Integrity in Public Procurement (2014) ➤ OECD Principles for Integrity in Public Procurement (2008) and Recommendation on Public Procurement (2015). 	<p>Adopted by the G20 in the context of its 2013-14 Anti-Corruption Implementation Plan</p> <p>Contributed to the drafting of the G20 Guiding Principles on Integrity in Public Procurement that was endorsed by G20 leaders at the Antalya Summit (2015).</p>
Open government data	<ul style="list-style-type: none"> ➤ Compendium of best practices on the use of open data for Anti-corruption: Towards data-driven public sector integrity and civic auditing (2016) 	Contributing to the G20 Anti-Corruption Open Data Principles in the context of its 2015-16 Anti-Corruption Implementation Plan.
Budget Transparency	<ul style="list-style-type: none"> ➤ Toolkit on Budget Transparency (2016/2017) 	Contributing to the G20 2015-16 Anti-Corruption Implementation Plan.

6.5 Assessment

77. The assessment of effectiveness at the level of the Committee draws on the indicators of overall and actual impact at the more granular level of the Committee's Product Groups, while taking into account the extent to which impacts are occurring in areas of important policy needs and concerns.

78. None of the seven Product Groups are assessed by at least one-half of Members as being at least of high overall impact during the 2007-14 period (see Figure 11, page 29), while all four Product Groups assessed for actual impact in the 2013-14 Biennium were evaluated by at least one-half of Members as having at least a medium actual impact (see Figure 12, page 30). This corresponds with a 'low' level of effectiveness (see the effectiveness assessment grid, Table 8, below).³³

33. This assessment of effectiveness is made as follows: 0/7 Product Groups (overall impact) + 4/4 Product Groups (actual impact) = 4/11 Product Groups (total impact) or 36%.

79. The effectiveness of the Committee, however, strengthened to 'low to medium' by its contributions, adoptions and endorsements at global level by the G20, and through its use by other international organisations, notably the Inter-American Development Bank and the World Bank (see Table 8, below).

80. As 10 out of the eleven PGC's mandate objectives and expected outcomes to which its Product Groups respond are well aligned with Members' policymaking needs and concerns (see Figure 2, page 18), which corresponds with a very high level of relevance, the assessed level of effectiveness is maintained at **LOW TO MEDIUM**.³⁴

34. Since effectiveness is defined as the extent to which a Committee it is having a significant policy impact **in areas of highest policy needs and concerns for Members**, the degree of alignment of mandate objectives and expected outcomes with policy needs as indicated in **Table 1** is adopted as an upper limit on the rating of effectiveness.

Table 8: What has been the impact of the Committee’s work and to what extent has it been effective?

% of Product Groups for which at least one-half of Members indicate a medium or higher level of policy impacts, modulated to take into account their global impact.									
Ratings	Very Low	Very Low to Low	Low	Low to Medium	Medium	Medium to High	High	High to Very High	Very High
%	0% to 16%	17% to 23%	24% to 36%	37% to 43%	44% to 56%	57% to 63%	64% to 76%	77% to 83%	84% to 100%
Assessment			PGC →						

7. Efficiency

81. This section presents an assessment of **the extent to which the Committee is producing outputs of the requisite quality for the resources employed (technical efficiency) and how well it is functioning (process efficiency).**

82. The analysis of technical efficiency is primarily based on data obtained through the PIR survey and from the PWB. These sources are complemented, when relevant, with data generated through interviews.

83. The analysis of process efficiency uses data collected from committee documentation and interviews. It focuses on how well a committee:

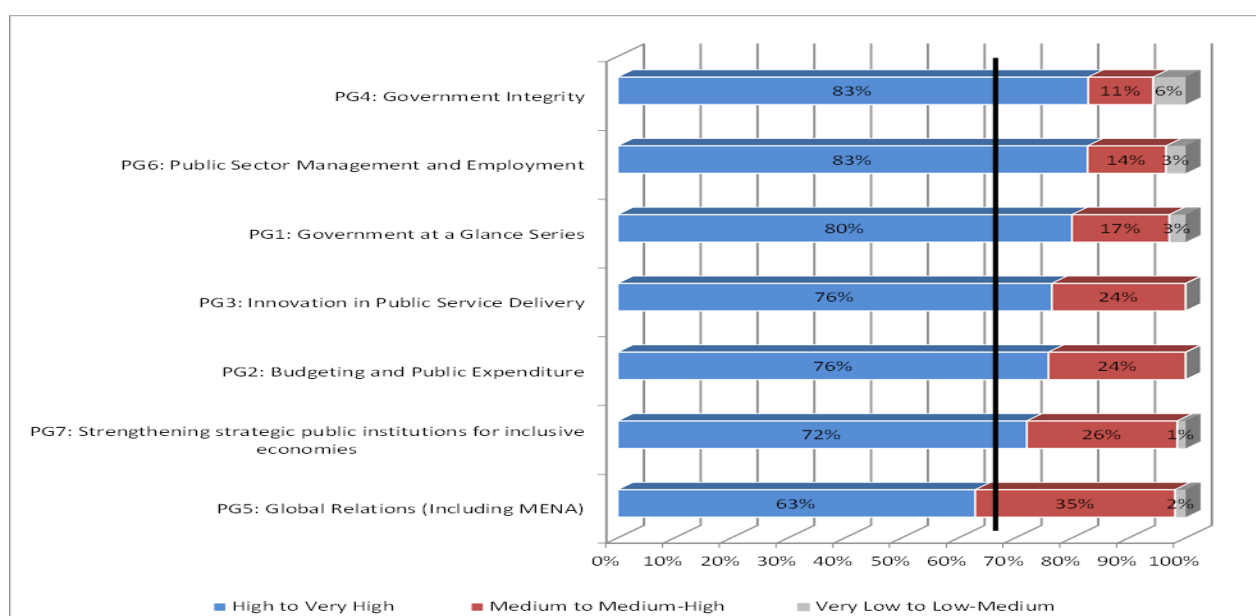
- sets its policy orientations;
- functions in the implementation of its work programme;
- interacts across policy areas within the OECD;
- engages with non-Members;
- engages with other international organisations and stakeholder bodies.

7.1 *How is the quality of the Committee's work appreciated from an end-user perspective?*

84. PIR (end-user) survey data indicates that all but one of the Public Governance Committee's seven Product Groups are assessed as having exceeded the quality threshold, i.e. they have been assessed by two-thirds or more of Members as being at least of a high level quality. Performing particularly well, with at least 80% % of Members assessing their quality as high or over, are the following (see Figure 14, below):

- Government Integrity;
- Public Sector Management and Employment;
- Government at a Glance Series.

Figure 14: Quality of the Committee's work (2007-14)



Source: PIR survey (2009, 2011, 2013 and 2015)

85. Feedback from interviewees, including policymakers, delegates and officials of other international organisations and representatives of stakeholder bodies confirms that the quality of the Committee's products is generally high. Against the backdrop of this overall positive picture, a recurring theme from the different categories of interviewees, largely applicable across the Committee's work programme, was that its products were often too long for their key target audience of policymaker. A less regular observation, but again made by a range of different types of interviewees, was on what was judged to be the limited analytical depth and policy insights provided by the *Government at a Glance* publications.

7.2 *How efficiently has the Committee been functioning?*

7.2.1 *Setting Committee orientations*

86. Against the backdrop of the financial and economic crisis, a roundtable discussion was held in early 2009 to explore the its significance for public governance institutions, including on how the Public Governance Committee's work programme for the 2009-10 Biennium might be modified to include work related to the impact of the crisis. Around the same time, the Committee discussed a revised mandate with a stronger focus on policy objectives to be achieved through its work.³⁵

87. In November 2010, the Committee held a ministerial-level meeting, entitled *Towards Recovery and Partnership with Citizens: The Call for Innovative and Open Government*, which gave rise to a formal Communiqué aimed at giving strategic direction to the Committee's work over the following years of its 2010-14 mandate.³⁶

88. The Committee's current mandate³⁷, developed in parallel to the finalisation of the 2015-16 work programme³⁸, which underlines the importance of public institutions and of creating public sector capacity and includes a number of substantive changes embodied in a revised set of objectives, came into force at the start of 2015. The Committee held a meeting at ministerial level on public governance later in the year on the subject of *Public Governance for Inclusive Growth: Towards a New Vision for the Public Sector*, with the objective of guiding the Committee's future work. The meeting took place in collaboration with and participation of the Regulatory Policy Committee. It gave support to several areas of cross-cutting work and resulted in a formal Chair's summary setting out a new vision for public governance that aims to increase the trust of citizens in public institutions, acknowledging the contribution of effective and accountable public sectors to achieving the 2030 SDGs, and recalling the importance of a broad approach to well-being, including social capital and participation in public life.³⁹ The format of the meeting included the application of a 'lab concept' to breakout sessions aimed at providing participants with the opportunity to see how different disciplines are applied in practice to solve a policy challenge, and incorporated a 'youth dialogue' session aimed at engaging with young people as an important wider group in society.⁴⁰

89. The Committee's work programme is developed through an iterative process that provides an opportunity for delegates to discuss and highlight their administrations' priorities. Feedback from delegates indicates that, having improved over the review period, this process is generally satisfactory with the caveat that further progress could still be made, for example in terms of information on funding sources, of efforts to build consensus, and of narrowing down the final result in a way that better balances top-down

35. [GOV/PGC/M\(2009\)1](#).

36. [GOV/PGC/MIN\(2010\)4/FINAL](#), [C\(2009\)170](#) and [C/M\(2009\)23](#).

37. [C\(2014\)152](#).

38. [GOV/PGC/M\(2014\)1](#).

39. GOV/PGC/MIN(2015)1, [GOV/PGC/MIN\(2015\)3](#) & [GOV/PGC/MIN\(2015\)5/FINAL](#).

40. [GOV/PGC\(2015\)6](#).

and bottom-up priorities while being commensurate with available resources. At the same time, they highlighted the inherent challenges faced in arriving at an appropriately focused work programme for a Committee active in such a broad policy area in which Members have a wide range of interests and needs.⁴¹

7.2.2 *Committee functioning*

90. The Public Governance Committee meets twice a year, usually for two-day sessions, to prepare and oversee the implementation of its work programme. Draft reports, instruments, etc. are reviewed by the Committee, which also holds regular discussions on early-stage projects to which Members might want to contribute and symposiums on issues of interest to delegates. Some sessions in the Committee are devoted to country-focused public governance reviews and since 2012 have incorporated an interactive workshop approach. A more recent initiative in this area, resulting from a strategic review of this process, is to conduct an integrated review of two Members given the common challenges they face, the possible benefits arising from sharing experiences, and an interest in exploring solutions together.⁴²

91. In 2008, the Committee approved a set of suggestions from the Bureau on how to improve its operations, including the requirement for documents to be concise, include a one-page summary and be available at least 2 weeks before meetings.⁴³ This initiative was updated, expanded and rolled into another initiative aimed at improving delegates' understanding of the aims, structure and activities of the Committee. One of the resulting outputs was the production of an updated handbook⁴⁴ to support the effective participation by delegates in the Committee's activities.⁴⁵ The handbook provides a description of the Committee, its institutional context and how it works, along with a set of frequently asked questions and responses, a glossary, its current mandate, and the policy orientations provided by its most recent ministerial meeting.⁴⁶

92. The Committee is reported to be a useful setting for delegates to share experiences and ideas, and learn from reform initiatives in other parts of the world.⁴⁷ Some progress in improving its functioning is reported by delegates in terms of meeting preparation, for example as regards a timely availability of documentation, although some observed a number of shortfalls. Most notable of these are the overly long meeting papers, the crowded nature of meeting agendas, the limited time given over to insufficiently structured plenary discussions on substantive issues and their unfocused nature, and the making of formal statements of limited substantive interest during sessions. Some delegates also highlighted more positively that there have been recent improvements, such as holding workshop-type and breakout sessions and meetings of different groups back-to-back with the PGC, as well as the provision of shorter and more concrete meeting documentation.

41. See Recommendation N°1 of the 1st Cycle IDE.

42. [GOV/PGC/M\(2013\)1](#), [GOV/PGC\(2014\)15](#).

43. [GOV/PGC/M\(2008\)1](#).

44. This initiative built on an initial handbook drawn up in 2007 [[GOV/PGC/RD\(2007\)4](#)] that was consolidated with its "Improving Committee Operations" document.

45. See Recommendation N°5 of the 1st Cycle IDE.

46. [GOV/PGC/M\(2011\)1](#), [GOV/PGC\(2011\)8](#) & ANN1.

47. In some cases, PGC delegates are also active in the European Union Public Administration Network (EUPAN), an informal network of the Directors General responsible for Public Administration in the Member States of the European Union, the European Commission and observer countries. The OECD is also directly involved in the network as an observer.

93. The Public Governance Committee's main publication, *Government at a Glance*, is developed with the support of an informal Steering Group. This is also the case for the work on public sector innovation and gender in the most recent period, with special informal groups of delegates being formed to assist in developing the substantive work and reviewing progress. Many of the thematic products are developed under the oversight of its formal sub-bodies, of which there are currently seven, prior to review and approval by the Committee.

94. In the context of the renewal of its mandate for the 2010-14 period, the PGC set up a task force to review its sub-structure.⁴⁸ The review highlighted the centrality of the Working Party of Senior Budget Officials (SBO) and the Network of Senior Officials from Centres of Government (COG) to the mandate of the Committee, the high level of their delegates and their whole-of-government perspective. The remaining sub-bodies, the Public Employment and Management Working Party (PEM), the Network of Senior E-Government Officials (EGOV) as they were named at that time, and the Expert Group on Managing Conflict of Interest, were viewed as lending themselves to a more flexible way of working, through virtual means and/or being activated to produce of specific outputs. Recourse to *ad hoc* task forces and expert meetings was also envisaged for limited period activities and addressing specific topics.⁴⁹

95. The Committee revisited its substructure in 2014 when preparing a revised mandate for the 2015-19 period. To do this, it again established a task force to conduct a review. As a result of this exercise, the High Level Risk Forum (HLRF) and the Leading Practitioners on Public Procurement (LPPP) group, both of which had developed Council Recommendations in their areas, were transformed into formal sub-bodies. In addition, in recognition of their strengthened role within the Committee, notably with respect to the development and subsequent follow up of Council Recommendations, the names of sub-bodies previously denominated as 'networks' (PEM and EGOV) was changed to 'working party'.⁵⁰

96. Aided by the identification of cross-cutting activities and a more integrated thematic approach to programming its work, the regular production of room documents reporting on key developments in the Committee's substructure and highlighting upcoming events, and a degree of cross-participation of delegates between Committee and its sub-bodies, the coordination of the Committee's substructure and related information flows are reported to have generally improved over time. It was also observed that the extent to which coordination effectively takes place is more dependent on the importance placed on it by delegates, sub-body chairs in particular, than as a result of pre-established reporting mechanisms. The Public Employment and Management Working Party (PEM) was cited by delegates as an example of where coordination and information flows work well, in contrast to the limited visibility the Committee has of the activities the Working Party of Senior Budget Officials (SBO). Delegates also highlighted how the degree of coordination with Senior Officials from Centres of Government (COG) varied over time, again at least in part as a result of the extent of delegate cross-participation.

97. Feedback from sub-body delegates indicates that meetings within the Committee's substructure are generally well organised, give rise to interesting discussions on pertinent topics, are supported by good quality documentation, and provide good opportunities to build contacts with experts in other Members. While acknowledging these positive points, as well as the improving timeliness of document availability, some also highlighted two situations when it was not always possible to optimise their participation in meetings. Firstly, when long and/or late papers hinder effective consultations with colleagues prior to meetings and, secondly, during meetings when overcrowded agendas limit discussion time following presentations.

48. See Recommendations N°2, N°3 and N°4 of the 1st Cycle IDE.

49. [GOV/PGC\(2010\)14](#).

50. [GOV/PGC\(2014\)21](#).

7.2.3 Dissemination

98. The Committee agreed a communications strategy in 2010 with a view to fully exploiting the potential of its work to impact on policy.⁵¹ In addition to identifying relevant tools, approaches and information to help disseminate the results of the Committee's work, the strategy also highlighted the key role of delegates throughout its structure in ensuring the communication of results to and within their capitals.⁵² The importance of delegates in promoting the Committee's work and disseminating information is also highlighted in the handbook.⁵³

99. The communications strategy also included email newsletter, revamped in 2013, and destined for wide distribution. With the aim of fostering increased impact of the *Government at a Glance* publication, there has been a steady increase in the use of social media and country customised communication tools since January 2014. In this context, the Integrity Forum, the Global Forum on Public Governance (Integrity in 2009, Gender in Public Life in 2014, Open Government in 2016), the launch of the 2015 *Government at a Glance*, and the 2015 Public Governance Ministerial meeting were all supported by dedicated social media campaigns. Monitoring of the internet and social media is undertaken for major events and projects.⁵⁴ There have also been active efforts to better communicate products in some Members, notably in the case of work the High Level Risk Forum and the dissemination of the 2014 *Recommendation on the Governance of Critical Risks*.

100. Feedback from delegates highlighted that, despite these aforementioned initiatives, there remained a significant challenge of disseminating and raising awareness within their administrations of the Committee's extensive portfolio of products resulting from its wide-ranging work programme.

7.2.4 Interactions within the OECD structure

101. The Public Governance Committee's mandate highlights the importance of working horizontally across the Organisation, on matters relating to public governance, particularly in the area of development and in cooperation with the Regulatory Policy Committee (RPC), created in 2010 and previously one of its subsidiary bodies, as well as the Regional Development Policy Committee (RDPC).⁵⁵

102. In this context, the Committee has worked with the Regulatory Policy Committee (RPC) on a project on the topic of the rule of law and good governance, including a joint session to prepare the work. The Public Governance ministerial-level meeting of 2015 was used as a launch platform for the Regulatory Policy Outlook publication, with RPC delegates being involved in the preparation of the meeting. The two Committees have also worked together, including the holding of joint sessions, in the context of the accession process.⁵⁶ In the case of the Regional Development Policy Committee (RDPC), there has been collaboration on the Observatory of Public Sector Innovation (OPSI).⁵⁷ The *Government at a Glance* publication also draws on work conducted by the RPC and the RDPC, while there has also been collaboration with the Committee on Statistics and Statistical Policy (CSSP), the Health Committee, and

51. See Recommendation N°7 of the 1st Cycle IDE.

52. [GOV/PGC\(2010\)7](#), [GOV/PGC/M\(2010\)1](#).

53. [GOV/PGC\(2011\)8](#) & ANN1.

54. By way of an example, this monitoring recorded over 22 000 views of the Public Governance Ministerial website in 2015, with over 750 tweets reaching nearly 1.9 million users.

55. [C\(2014\)152](#).

56. [GOV/PGC/M\(2012\)1](#), [GOV/PGC/M\(2012\)2](#), [GOV/PGC/M\(2015\)1](#).

57. [GOV/PGC\(2012\)3/FINAL](#).

the Employment, Labour and Social Affairs Committee (ELSAC) for coordinating civil service compensation data and also assessing the quality of public sector interventions.

103. The Public Governance Committee has had a major role in the *CleanGovBiz* initiative as a consequence of its significant governance dimension in anti-corruption reform, and which has also involved the Working Group on Bribery in International Business Transactions and the Trade Committee.⁵⁸ This includes the annual *Integrity Forum*, which has taken place on four occasions and which also pulls together contributions from the corporate governance and international investment policy areas.⁵⁹ The Committee has also led the *OECD Trust Strategy* work involving the Committee on Statistics and Statistical Policy (CSSP) and the Committee on Fiscal Affairs (CFA).

104. On matters of high-level risk, the Committee has collaborated with the Insurance and Private Pensions Committee (IPPC) on matters related to disaster risk finance and ensuring financial resilience⁶⁰, as well as with the Development Assistant Committee (DAC) via its Expert group on Risk and Resilience, the Chemicals Committee, Environmental Policy Committee (EPOC) and the Nuclear Energy Agency.

105. The PGC has furthermore collaborated with a number of Committees, including or in addition to the abovementioned, on a range of subject areas and projects, notably the:

- Committee for Scientific and Technological Policy (CSTP) in the framework of setting up the OPSI as well as in the area of regional innovation;⁶¹
- Development Assistant Committee (DAC) to include cases of innovation in development in the OPSI database;
- Committee on Digital Economic Policy (CDEP)⁶² in the area of e-government and open data, and on the 2015 update of the *OECD Innovation Strategy*⁶³;
- ELSAC on the *Recommendation of the Council on Gender Equality in Public Life*;
- Competition Committee and the Working Group on Bribery in International Business Transactions on the development of the *Recommendation of the Council on Public Procurement*;⁶⁴
- Health Committee through the setting up of a joint informal network of Senior Budget and Health Officials on the Fiscal Sustainability of Health Systems to support the implementation of its work in this area.⁶⁵

106. With respect to horizontal projects, the Committee has in particular been involved in and/or contributed to:

- *Making Reform Happen*, by its work on reforming public administration conducted through its Senior Officials from Centres of Government (COG) subsidiary body;⁶⁶

58. [GOV/PGC/M\(2012\)2](#).

59. <http://www.oecd.org/cleangovbiz/2016-Integrity-Forum-Background-Report.pdf>

60. [GOV/PGC/HLRF\(2012\)1/REV1](#), [GOV/PGC\(2014\)24](#).

61. [DSTI/EAS/STP/NESTI\(2012\)16](#), [DSTI/STP/TIP\(2013\)8](#).

62. Previously the Committee for Information, Computer and Communications Policy (ICCP).

63. [DSTI/IND/STP/ICCP\(2015\)5/REV2](#).

64. [GOV/PGC\(2014\)18](#).

65. [GOV/PGC/RD\(2016\)1](#).

- the *Strategy on Development*, primarily through its project on Sound Budgeting for Fiscal Transparency conducted by its Working Party of Senior Budget Officials (SBO)⁶⁷
- the *New Approaches to Economic Challenges* (NAEC) initiative, notably through the production of a number of reports and discussions in the setting of its plenary meeting symposium sessions, the High-level Risk Forum and the Global Forum on Public Governance.⁶⁸

107. Feedback from delegates highlights in particular the strong historical link with the Regulatory Policy Committee, created from a working party of the PGC in 2009, and the Committee's contribution to the NAEC Horizontal Project. Beyond these two cases, delegates appeared to be relatively little involved in other cases of horizontal working or informed about work of potential interest from a public governance perspective being conducted in other Committees.

7.2.5 Global engagement

108. The Committee, in the framework of its Global Relations Strategy, established in 2010 and updated on at least a biennial basis, engages with Partners mainly through:

- their attendance as Participants and Invitees in the PGC and its sub-bodies;
- their adherence to some of the instruments developed under the responsibility of the Committee;
- the Global Forum on Public Governance, created in 2004 and aimed at fostering dialogue and the development of networks between Members, Partners and relevant stakeholders;
- the SBO regional networks of Partner countries in Asia, Eastern Europe, MENA, Latin America and Africa, that mirror the networks of Working Party of Senior Budget Officials;
- the MENA-OECD Governance Programme⁶⁹, as well as by contributing to the Organisation's regional programmes in Southeast Asia, Latin America and the Caribbean, and to its country-specific programmes;
- activities undertaken in collaboration with other international organisations, such as the ADB/OECD Anti-Corruption Initiative for Asia and the Pacific, the development of regional *At a Glance* publications, for example with the Inter-American Development Bank in Latin America, the United Nation's Sendai Framework for Action and the joint IMF/OECD Governance of Infrastructure Forum;
- the SIGMA (Support for Improvement in Governance and Management) programme.

109. In a Committee where Members' interests are already quite wide ranging, the increasing participation of Partners in meetings further adds to this characteristic, which some delegates observed can make identifying topics of pertinence to the Committee as a whole something of a challenge. However, they generally recognised that the involvement of Partners in the Committee presents an opportunity in some cases to understand and learn from their sometimes ambitious public governance reforms, including in the context of reporting back on progress subsequent to a country review. The utility of the participation of Partners in meetings is strongly echoed by delegates from the Committee's sub-bodies.

66. [GOV/PGC\(2010\)11](#) and [GOV/PGC\(2010\)21](#).

67. [C\(2014\)39/REV1](#).

68. [GOV/PGC\(2013\)14](#), [GOV/PGC/M\(2013\)2](#), [C/MIN\(2014\)2](#).

69. Strategic decisions on the MENA Programme take place in the External Relations Committee (ERC).

110. The MENA-OECD Governance Programme 2008-10 was the object of an evaluation for the Swedish International Development Cooperation Agency (SIDA) by the Swedish Institute for Public Administration (SIPU) that covered the period from 2008 to 2010 before the events occurring in the context of the “Arab Spring”. The evaluation concluded that the Programme, up to that point in time, had been relevant to the priorities of participating countries and that the meetings held as part of the policy dialogue process were highly appreciated by most categories of participants. Some examples of the Programme contributing to governance reforms were also identified by the evaluation. The evaluation, however, also highlighted *inter alia* that the implementation of the Programme had been incomplete, notably in the case of the peer review component, and that there was no evidence of the results of its outputs and activities having been monitored, of active dissemination of good practices and experiences, or of the facilitation of networking and discussions in those countries covered by the exercise.⁷⁰

111. Against the backdrop of the civil uprisings in the region and calls for more transparency, accountability, citizen participation and economic opportunities, the Programme⁷¹ was reinforced and extended from 2011 to 2015 and then from 2016 to 2020. The proposal for an extension through to 2020 recognises the *...pioneering character of the Initiative as it ventured early into sensitive areas of intervention, for instance by increasing the participation of non-government representatives (civil society and private sector) and by addressing new themes such as civic engagement, business integrity, local development, role of independent institutions, gender equality*). The proposal also indicates that *...stakeholders who have participated in the activities under the Initiative have acknowledged the effectiveness of methods and tools used under MENA III [2011-2015], referencing a 2014 mid-term review for SIDA again by SIPU⁷² and indicating, in respect to the effectiveness of the Programme, that ...mid-term evaluations corroborate this perspective*. The need to place greater emphasis on *...the monitoring and evaluation of outcomes...* as highlighted by the evaluation was also recognised in the proposal, which states that the *...Programme also intends to build on the existing OECD methodology to further develop mechanisms, including indicators and monitoring tools, to assess impact and measure progress in reform implementation at regional and national levels*.⁷³

112. The long-running SIGMA Programme, a joint initiative that is 98% funded by the European Union and implemented by the OECD under the accountability of the PGC, was extended to the European Neighbourhood Partnership (ENP) Region in 2008. An evaluation conducted for the European Commission in 2013 by B&S Europe in the eleven ENP countries concluded that *...SIGMA's support and advice to the drafting of laws, bylaws and strategies have been instrumental in the adoption and enforcement of those. This underlines SIGMA's significant impact and sustainability potential*.⁷⁴

113. Key milestones in non-Member engagement are presented below (see Table 9, below).

70. See Recommendation N°6 of the 1st Cycle IDE.

71. The MENA-OECD Initiative was renamed in 2015 as the *MENA-OECD Initiative on Governance and Competitiveness for Development*. It is referred to both as a ‘Programme’ and an ‘Initiative’ in documentation, as are its investment and governance pillars.

72. http://www.sida.se/contentassets/9f883fcbb0234a98b32ad08e1c939b1f/mid-term-review-of-the-mena-oecd-investment-programme-2011-2015---final-report_3742.pdf

73. [ERC\(2015\)12/REV1](http://erc.europa.eu/ERC(2015)12/REV1) & [ERC/M\(2015\)7](http://erc.europa.eu/ERC/M(2015)7).

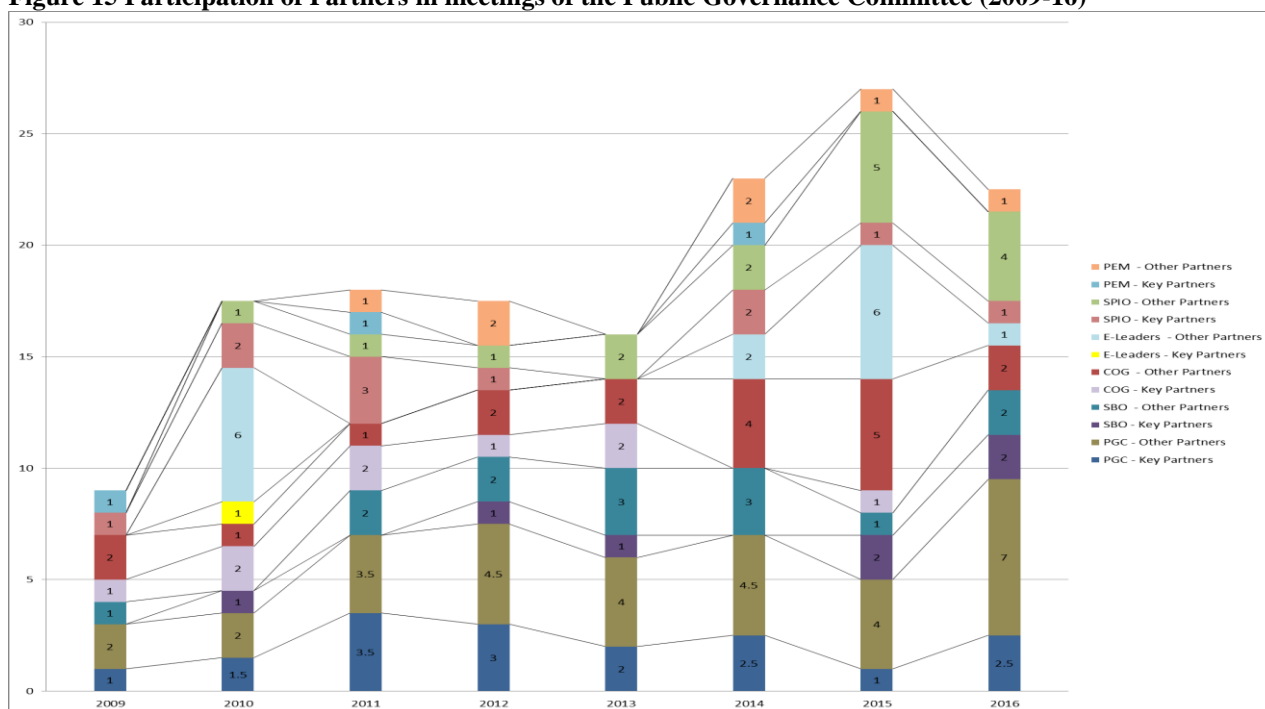
74. http://ec.europa.eu/europeaid/sites/devco/files/evaluation-programme-support-sigma-enpi-1325-main-report-201306_en_0.pdf

Table 9: Milestones in non-Member engagement

Year	Council	Public Governance Committee
2007	MCM of May 2007 adopts draft Council Resolution on Enlargement and Enhanced Engagement as set out in the <i>Report to Ministers on Enlargement and Enhanced Engagement</i> [C/MIN(2007)4/FINAL & C/M(2007)9/PART1]	<ul style="list-style-type: none"> The PGC develops a framework for policy dialogue in its global relations work [GOV/PGC(2007)3/REV1 & GOV/PGC/M(2007)1]
2008		<ul style="list-style-type: none"> Egypt granted Participant (Regular Observer) status [C(2008)195 & C/M(2008)21/PROV] Ukraine granted Participant (Regular Observer) status [C(2007)146 & C/M(2008)2/PROV]
2009		
2010	<ul style="list-style-type: none"> Approval of <i>Guidelines for Deepening Enhanced Engagement</i> [C(2010)100/FINAL & C/M(2010)15] 	<ul style="list-style-type: none"> The PGC approves a multi-biennial global relations strategy (2011-14) [GOV/PGC(2010)9 & GOV/PGC/M(2010)1] and a proactive approach to enhanced engagement Partners [GOV/PGC/M(2010)2] Regular observer (Participant) status of Egypt renewed [ERC/M(2010)11/PROV] Morocco granted Participant (Regular Observer) status [C(2010)194 & C/M(2010)24/PROV]
2011		<ul style="list-style-type: none"> Regular observer (Participant) status of Brazil* and Ukraine renewed [ERC/M(2011)10/PROV] South Africa granted Participant (Regular Observer) status [C(2011)171 & C/M(2011)20/PROV]
2012	<ul style="list-style-type: none"> Adoption of <i>Resolution of the Council on Partnerships in OECD bodies</i> [C(2012)100/FINAL & C/M(2012)13]. 	
2013	<ul style="list-style-type: none"> Adoption of <i>Resolution of the Council on strengthening the OECD's global reach</i> [C(2013)58/FINAL & C/M(2013)12] Approval of the Framework for the establishment of Country Programmes [C/MIN(2013)12] 	<ul style="list-style-type: none"> The PGC revises its global relations strategy for the 2013-14 period, including the development of a Participation Plan [GOV/PGC(2013)6 & GOV/PGC/M(2013)1] Colombia acquires Participant status in the PGC, while Costa Rica, Lithuania and Russia become Invitees [C(2013)121 & C/M(2013)17]
2014		<ul style="list-style-type: none"> The PGC updates its global relations strategy for the 2015-16 period, including a revised Participation Plan [GOV/PGC(2014)22 & GOV/PGC/M(2014)2]
2015	<ul style="list-style-type: none"> <i>Revised Resolution of the Council on Partnerships in OECD bodies</i> [C(2012)100/REV1/FINAL & C/M(2015)21] 	
2016		<ul style="list-style-type: none"> The PGC approves its updated global relations strategy for the 2017-18 period, including a proposed revised Participation Plan [GOV/PGC(2016)41 & GOV/PGC/M(2016)2]

* Brazil became a Regular Observer in the Committee in 2001.

114. Participation of Partners in meetings of the Public Governance Committee as a whole, excluding its most recently created sub-bodies, has been on an upward trend over the review period. It reached its highest level in 2015, building on a solid base of Partner participation in the Committee itself through a substantial increase in the number of non-Members in meetings of Working Party of Senior Public Integrity Officials (SPIO) and the Senior Officials from Centres of Government (COG). The participation of Partners in the Working Party of Leading Practitioners on Public Procurement (LPPP), created in 2014, has also been high (e.g. 11 in 2016), more than offsetting the fall observed in 2016 in the longer standing bodies of the Committee (see Figure 15, below).

Figure 15 Participation of Partners in meetings of the Public Governance Committee (2009-16)*

Source: Meeting summaries and EMS

* Average per meeting, plenary sessions only. Excludes accession countries.

7.2.6 Engagement with other international organisations and stakeholder bodies

115. Other international organisations, namely the World Bank, the United Nations, the International Monetary Fund (IMF), the Asian Development Bank (ABD), the Inter-American Development Bank (IADB) and the Organization of American States (OAS), participate in one or more of the PGC's Working Parties.

116. These organisations have generally provided inputs on into various areas of the Committee's work, for example on public integrity, procurement, e-government and budgeting, including in a G20 context. In this context, coordination and collaboration with the World Bank, which participates in a number of sub-bodies, is particularly strong. Feedback from interviewees highlights the usefulness of this involvement in work on topics of shared interest both for the Committee and these organisations, for example when recommendations are being developed.

117. In line with the Venice Initiative,⁷⁵ the Committee discussed a number of different ways to engage in a dialogue with civil society on best practices of public sector reform and recalled the importance of the Initiative for the Committee in its 2011 Handbook. In 2012, delegates were invited to reflect on the value of engaging with civil society organisations in the context of the Committee meetings, balancing the need for informal discussions with further opportunities for openness and transparency.⁷⁶

75. In the Communiqué of the PGC's 2010 Ministerial meeting, Ministers acknowledged the importance of Openness, Integrity and Transparency. Open government helps to strengthen trust and build indispensable support for reform. Greater engagement of citizens and civil society is a key part of open and transparent government. Mainstreaming public engagement in policy programmes and service delivery is key to achieving more inclusive and transparent policy-making and service delivery. Through the Venice Initiative, Ministers also invited the OECD to explore the potential for dialogue on best practices of public sector reform with Civil Society Organisations. [[GOV/PGC\(2011\)7](#)]

76. [GOV/PGC/M\(2011\)1](#), [GOV/PGC\(2011\)8/ANN1](#), [GOV/PGC/M\(2012\)1](#).

118. The institutional social partners, BIAC and TUAC, and representatives of civil society, represented by CIVICUS⁷⁷ and Transparency International, are now invited to participate directly in the PGC's substantive sessions as well as in its symposia, having previously been consulted through pre-meeting sessions with the Bureau.⁷⁸ Following the practice established at the 2010 meeting of the PGC at Ministerial level, the Committee invited representatives from these four organisations as experts to participate in the plenary sessions of the 2015 Public Governance Ministerial-level meeting.⁷⁹ Other stakeholder representatives, for example Schools of Government, have also been engaged by the Committee through the holding of specific events or their attendance in meetings.

119. It was noted by interviewees that the Committee had made progress in strengthening how it engages with other international organisations and other stakeholders, such as civil society and regional networks, and that this was leading to better coordination and collaboration on the one hand, and usefully broadening the range of perspectives the Committee is able to draw on directly to inform its work on the other. In the case of the institutional social partners, a significant improvement took place in 2012 when the way in which the Committee's engagement with BIAC and TUAC was modified to direct participation in meetings. Given the increasing importance placed on 'open government', some interviewees observed, however, that there continued to be room for the involvement of stakeholders in the Committee to be further enhanced, including through better targeting and framing their contributions to the work, and highlighted what they saw as an absence of a clear strategy and a somewhat *ad hoc* approach currently in place. While emphasising their strong interest in the work, others questioned the extent to it would be possible to foster a deeper and more meaningful engagement from their members, with limited visible indications of their contributions being taken into account being cited as a disincentive in this context.

7.3 Assessment

120. The assessment of efficiency draws primarily on the above indicator of the quality of the Committee's products, while taking into account their cost to the Part I Budget (technical efficiency). It also considers how well the Committee has been functioning during the review period (process efficiency).

121. Six of the Committee's seven Product Groups, accounting for 94% of the Committee's allocated Part I budget are assessed by at least two-thirds of Members' as being of high or very high quality. PIR (end-user) survey data indicates that all but one of the Committee's seven Product Groups are assessed as having exceeded the quality threshold, i.e. they have been assessed by two-thirds or more of Members as being at least of a high level quality. Performing particularly well, with at least 80% of Members assessing their quality as high or over, are the following (see Figure 14, above):

- Government Integrity;
- Public Sector Management and Employment;
- *Government at a Glance Series*.

122. In the light of these results, the Committee is assessed as 'very high' in terms of technical efficiency (See Table 10, below).

123. The evaluation indicates that there have been no major shortfalls in the Committee's process efficiency during the review period.

124. Taking into account the observations mentioned above, the overall assessment of efficiency is **VERY HIGH**.

77. CIVICUS, the World Alliance for Citizen Participation, is a network of local, national, regional and international civil society organisations.

78. [GOV/PGC/M\(2011\)1](#), [GOV/PGC/M\(2013\)2](#), [GOV/PGC/M\(2014\)1](#).

79. [C\(2015\)76](#).

C(2017)72

Table 10: How is the quality of the Committee’s work appreciated from an end-user perspective?

% of Product Groups for which at least two-thirds of Members indicate a high or very high level of quality									
Ratings	Very Low	Very Low to Low	Low	Low to Medium	Medium	Medium to High	High	High to Very High	Very High
%	0% to 16%	17% to 23%	24% to 36%	37% to 43%	44% to 56%	57% to 63%	64% to 76%	77% to 83%	84% to 100%
Assessment									PGC

8. Good Practices

125. Two cases were identified as ‘good practices’, the *Delegate Handbook for Effective Participation in the Public Governance Committee* and the *Observatory of Public Sector Innovation (OPSI): An initiative of the Public Governance Committee to collect and disseminate examples of innovations that have worked, and to diffuse innovative ideas and thinking.*

GOOD PRACTICE INFORMATION SHEET: Delegate Handbook for Effective Participation in the Public Governance Committee.	
Summary	
<ul style="list-style-type: none"> The Public Governance Committee has developed a professionally finished Handbook to help delegates familiarise themselves with the Committee and the broader OECD context, and to help them optimise their participation to the benefit of themselves, their administration and the Committee. This case is of particular interest for Committees with a complex substructure and a wide ranging work programme, where there is a relatively high level of delegate turnover and growing participation of Partners. 	
Lessons learnt and transferability	
<i>Lessons learnt</i>	<ul style="list-style-type: none"> New delegates find the Handbook very useful for their understanding of how best to intervene to ensure effective discussions in the Committee and this has contributed to improving its functioning more generally.
<i>Transferability</i>	<ul style="list-style-type: none"> This case is of particular interest for Committees with a complex substructure and a wide ranging work programme, where there is a relatively high level of delegate turnover and growing participation of Partners.
Case details	
<i>Initiating circumstances</i>	<ul style="list-style-type: none"> The results of the 1st Cycle IDE included a recommendation identifying the need for the Committee to improve delegates', particularly new ones, understanding of the aims, structure and activities of the Committee as a whole. [C(2009)35]
<i>Objectives</i>	<ul style="list-style-type: none"> To improve delegates' understanding of the aims, structure, organisation and activities of the Committee as a whole, particularly new delegates. The support effective delegate participation in the Committee's activities. To improve coordination between entities of the public governance “family”. To greater sense of ownership and understanding by delegates of the overall meaning, purpose and direction of the public governance agenda.
<i>Process and difficulties overcome</i>	<ul style="list-style-type: none"> In conjunction with a review of its substructure when reviewing its mandate in 2009, the Committee updated its 2007 “Committee Handbook”, consolidating it with its “Improving Committee Operations” document into a single Handbook [C2011]4]. The updated Handbook was approved by the PGC by written procedure, as reported at its April 2011 meeting, and made available to delegates at its November meeting later in the year [GOV/PGC(2011)8/ANN1 & GOV/PGC/M(2011)1] and is available on the OECD website at http://www.oecd.org/gov/Handbook.pdf. The handbook was shared within the Organisation at the November 2012 meeting of Committee Secretariats.
<i>Success in implementation</i>	<ul style="list-style-type: none"> The handbook provides a description of the Committee, its institutional context and how it works, along with a set of frequently asked questions and responses, a glossary, its current mandate, and the policy orientations provided by its most recent ministerial meeting. Some aspects of the Committee's functioning have improved during recent years within an overall improvement in its efficiency during the review period, resulting from the enhanced quality of its products.
<i>Impacts</i>	<ul style="list-style-type: none"> The impact of the Committee is, at least in part, a function of the credibility and high quality of its products, developed with the involvement and support of its delegates. The Committee's work for the 2013-14 Biennium, delivered within four of its Product Groups, has had at least a medium level of actual impact in a minimum of seven out of ten Members.

GOOD PRACTICE INFORMATION SHEET: Delegate Handbook for Effective Participation in the Public Governance Committee.	
<i>Contextual factors</i>	<ul style="list-style-type: none"> Participation from capitals in the Committee and its sub-bodies has, since 2011, been noticeably higher than the earlier period, bringing with it new delegates from Members over and beyond the usual rate of turnover replacement. Participation from Partners has also been growing during this time. This makes the Handbook an important reference document for delegates who recognise the need to understand how they can best contribute to the work of the Committee.

GOOD PRACTICE INFORMATION SHEET: The Observatory of Public Sector Innovation (OPSI). An initiative of the Public Governance Committee to collect and disseminate examples of innovations that have worked, and to diffuse innovative ideas and thinking.	
Summary	
<ul style="list-style-type: none"> Recognising the growing need for problem solving and advisory capabilities in the area of public service delivery that cannot be provided by domestic public sector institutions alone, the Committee has created the OECD Observatory of Public Sector Innovation (OPSI). The OPSI is an online platform, supported by user networks and national focal points, which enables governments to share experiences and good practices, and to learn from each other's experiences. This good practice case is useful for Committee's looking to disseminate ideas and practices from and across a wide range of stakeholders and to foster to peer to peer exchanges within their policy community. 	
Lessons learnt and transferability	
<i>Lessons learnt</i>	<ul style="list-style-type: none"> Importance of the task force in moving the project quickly forward from its inception. Need to improve the user-friendliness and reach of OPSI to enhance its impact. Value of the co-creation process involving the users of the OPSI and government officials to help ensure a high level of take up since its launch and to help it to be user driven. Importance of bundling together high-quality content, effective engagement strategies and a strong user community to make a clear value proposition
<i>Transferability</i>	<ul style="list-style-type: none"> Useful for Committee's looking to disseminate ideas and practices from and across a wide range of stakeholders and to foster to peer to peer exchanges with the aim of providing policy advice and solutions.
Case details	
<i>Initiating circumstances</i>	<ul style="list-style-type: none"> In 2011, against the backdrop of fiscal pressures, demographic changes, and diverse public and private demands challenging traditional approaches to the way governments operate, the Committee recognised the need for innovative solutions to complex problems faced by public services to be developed in active partnership with external stakeholders.
<i>Objectives</i>	<ul style="list-style-type: none"> To generate awareness of governments achieving results through innovative processes and enable sharing of experiences and good practices on innovation. To help countries transform their policies and services by applying innovative approaches, and to learn from each other's experiences.
<i>Process and difficulties overcome</i>	<ul style="list-style-type: none"> At its meeting of April 2011, the PGC holds a special session on the topic of <i>Special Session: Innovation in Public Service Delivery in Times of Fiscal Consolidation</i> during which interest was shown by delegates in the idea of setting up an observatory to collect and disseminate information and best practices in the area of public service delivery. Following this in July, a concept note for the OPSI circulated to PGC delegates [GOV/PGC/M(2011)1]. The October 2011 meeting of the Senior Officials from Centres of Government on the subject of <i>Effective Responses to Modern Challenges</i> meeting calls for regular updates on innovative service delivery solutions through the OECD Observatory of Public Sector Innovation (https://www.oecd.org/gov/COG%20Summary%20Note%20-%20final.pdf). The November 2011 meeting of the PGC is informed through a background note on progress in setting up

GOOD PRACTICE INFORMATION SHEET: The Observatory of Public Sector Innovation (OPSI). An initiative of the Public Governance Committee to collect and disseminate examples of innovations that have worked, and to diffuse innovative ideas and thinking.	
	<p>OPSI, including a roadmap for implementation, a proposed governance structure, a terms of reference for a related task force and associate group, a note on possible structure and content of the Observatory and a draft financial plan [GOV/PGC/M(2011)2 & GOV/PGC(2011)13].</p> <ul style="list-style-type: none"> • The OPSI Task Force composed of 19 experts meets for the first time in February 2012 to establish a roadmap for the project, define its analytical framework and launch its initial activities. Following this, a first data collection exercise focusing on innovative practices in the public sector is conducted. A second meeting of the Task Force is subsequently held in October 2012 to review the preliminary results and a prototype of the online platform to host the database [GOV/PGC(2012)12]. • The Committee reviews progress since the launch of the initiative and provides suggestions to guide its further development [GOV/PGC/M(2012)2]. • A report providing a first overview of countries' innovative practices to improve cost efficiency and service quality in a context of increased fiscal and social pressure, and diversified demand is reviewed by OPSI Task Force and the PGC in April 2013. This report <i>inter alia</i> provides a concrete example of how information contained in the OPSI database can be used to produce comparative knowledge on how countries use innovation to improve the performance of their public sector [GOV/PGC(2013)3 & GOV/PGC/M(2013)1]. • An OPSI Advisory Group to provide analytical advice on the development of the Observatory was created, holding its first meeting in November 2013. In the same month, the PGC reviewed the Observatory's proposed research agenda [GOV/PGC(2013)15 & GOV/PGC/M(2013)2]. • The launching of the Observatory infrastructure (online platform and initial user networks) was marked by an international OPSI conference entitled 'From Ideas to Impact', which preceded the PGC meeting of November 2014 [GOV/PGC/M(2014)1]. • At the OPSI Task Force meeting of April 2015 considered different options for coordinating the Committee's future work on public sector innovation, namely the creation of national focal points and the setting up of a community or communities of experts [GOV/PGC(2015)16]. • In May 2016, the first meeting of the OPSI Group of National Contact Points was held, which included a joint session with the PEM meeting at the same time [GOV/PGC(2016)24]. The second meeting of the National Contact Points took place in December 2016 at French prime Minister's Office Innovation Lab.
<i>Success in implementation</i>	<ul style="list-style-type: none"> • The <i>Innovation in Public Service Delivery</i> Product Group (PG3), which includes the Observatory of Public Sector Innovation, was assessed as being of high or very high quality by 76% of Members. • Membership of OPSI has increased steadily to reach 29 countries at its latest December 2016 meeting. OPSI now has a community of more than 900 academics, practitioners and private sector members.
<i>Impacts</i>	<ul style="list-style-type: none"> • The <i>Innovation in Public Service Delivery</i> Product Group (PG3), which includes the Observatory of Public Sector Innovation, was assessed as having at least at least a medium level of actual policy impact in 88% of Members in 2013-14. For example OPSI was cited as serving as a source for finding new innovative practices and serving as references for policy-making in Japan. • OPSI has created momentum for public sector innovation agendas to emerge and develop, being flagged in and called to contribute to national innovation events on the topic of innovation (such as France Innovation Week, Canada's Blueprint 2020 conference and Brazil's Innovation Week) .
<i>Contextual factors</i>	<ul style="list-style-type: none"> • The challenge of fiscal pressures, demographic changes, and diverse public and private demands require Member and Partner governments to rethink the way they operate, resulting in a growing need for problem solving and advisory capabilities that cannot be provided by domestic public sector institutions alone.

ANNEX II
DETAILED LIST OF PRODUCT GROUPS

Product Group	Products	Years
PG1: Government at a Glance	➤ Government at a Glance (2009 , 2011 , 2013)	2009-14
PG2: Budgeting and Public Expenditure	<ul style="list-style-type: none"> ➤ Recommendation of the Council on Principles for Independent Fiscal Institutions [C(2014)17] ➤ Policy Guidance on delivering better services <ul style="list-style-type: none"> • Budgeting Practices and Procedures in OECD Countries (2014) • Restoring Public Finances 2012 update • Lessons from the crisis: Will the Crisis Change Budgeting [GOV/PGC/SBO(2012)2] • The Politics of Fiscal Austerity: Democracies and Hard Choices [GOV/PGC/SBO(2012)4] • Innovation in Public Service Delivery: Context, Solutions and Challenges (2011) [GOV/PGC(2011)4/REV1] • Restoring Public Finances (2011) • Repairing the Budget Contract between Citizens and the State (2011) [GOV/PGC/SBO(2011)4] • Together for Better Public Services. Partnering with Citizens and Civil Society (2011) ➤ Analytical Reports on Budgeting and Public Expenditures <ul style="list-style-type: none"> • Dedicated Public-Private Partnership Units: A Survey of Institutional and Governance Structures (2010) • Mandates: Fiscal Accountability Issues (2010) [GOV/PGC/SBO(2010)6] • Budgeting for Results Dynamic Scoring (OECD Journal on Budgeting vol. 2009, Issue2) • Budgeting for Disasters (OECD Journal on Budgeting, vol. 2010, Issue1) • Fiscal futures, institutional budget reform, and their effects: What can be learned? (OECD Journal on Budgeting, vol. 2010, Issue 3) • Public-Private Partnerships: The relevance of Budgeting (OECD Journal on Budgeting, vol. 2009, Issue 1). See also Public-Private Partnerships: In Pursuit of Risk Sharing and Value For Money (2008) • "Role of the Legislature in the Budget Process: Recent Trends and Innovations (OECD Journal on Budgeting, vol. 2008, Issue 3). See also <i>Relationship between the Legislature and the Budget Office in the Budget Process</i> [GOV/PGC/SBO(2007)5/FINAL] • Tax expenditures in OECD countries [GOV/PGC/SBO(2008)8] • Performance Budgeting and Accrual Budgeting: Decision Rules or Analytic Tools? (OECD Journal on Budgeting, vol. 2007, Issue 2) • Engaging the Public in National Budgeting: a non-governmental Perspective (OECD Journal on Budgeting, vol. 2007, Issue 2) ➤ Peer Reviews of Budget Processes: Budgeting in Luxembourg (2011); Budgeting in the Philippines (2010); Budgeting in Moldova (2010); Budgeting in Lithuania (2010); Budgeting in Bulgaria (2009); Budgeting in Latvia (2009); Budgeting in Mexico (2009); Budgeting in Indonesia (2009); Budgeting in Portugal (2009); Budgeting in Greece (2009); Budgeting in Australia (2008); Budgeting in Russia (2008); Budgeting in Estonia (2008); Budgeting in Turkey (2007). ➤ SBO Regional Networks and related documentation <ul style="list-style-type: none"> • Collaborative Africa Budget Reform Initiative - African SBO network • OECD-Asian Senior Budget Officials network • Senior budget officials from central, eastern and south-eastern European countries 	2009-14

Product Group	Products	Years
	<ul style="list-style-type: none"> • Regional Senior Budget Officials network for Latin America • Regional Senior Budget Officials network for the Middle East and North Africa (MENA) 	
PG3: Innovation in Public Service Delivery	<ul style="list-style-type: none"> ➤ Recommendation of the Council on Digital Government Strategies [C(2014)88] ➤ Observatory of Public Sector Innovation (Interactive Platform hosting Database of Public Sector Innovations) ➤ Open Government Data (webpage) ➤ Social Media Use by Governments: A Policy Primer to discuss trends, identify policy opportunities and guide decision makers (2014) ➤ Innovating the Public Sector: from Ideas to Impact Conference held in Paris, November 2014 ➤ Analytical reports and studies on e-government <ul style="list-style-type: none"> ➤ M-Government, Mobile Technologies for Responsive Governments and Connected Societies (2011) • Designing and Delivering User-centric e-government Strategies [GOV/PGC/EGOV(2010)10] • Financial and Economic Crisis: Impact on e-Government in OECD Member Countries [GOV/PGC/EGOV(2010)9] • E-Government Indicators: Proposal for a new Framework and Methodology [GOV/PGC/EGOV(2010)2] and Indicators Project [GOV/PGC/EGOV(2010)8] • User Take-up of e-Government Services [GOV/PGC(2008)16] • E-Government Partnerships across Levels of Government [GOV/PGC(2008)22] • An Economic Framework to Assess the Costs and Benefits of Digital Identity Management Systems for e-Government Services [GOV/PGC/EGOV(2008)7] ➤ Peer and Country Reviews <ul style="list-style-type: none"> • Reaping the Benefits of ICTs in Spain: Strategic Study on Communication Infrastructures and Paperless Administration (2012) • Denmark: Efficient e-Government for Smarter Public Service Delivery (2010) • OECD e-Government Studies Belgium (2008) • Making Life Easy for Citizens and Businesses in Portugal: Administrative Simplification and e-Government: Peer review of Portugal (2008) 	2007-14
PG4: Government Integrity	<ul style="list-style-type: none"> ➤ CleanGovBiz: OECD Integrity Week (2013, 2014) ➤ Trust in Government (webpage) ➤ Recommendation of the Council on Principles for Transparency and Integrity in Lobbying [C(2010)16] <ul style="list-style-type: none"> • Lobbyists, Government and Public Trust, Volume 1, Volume 2 and Volume 3 (2009, 2012 and 2014) • Lobbyists, governments and public trust: Building a legislative framework for enhancing transparency and accountability in lobbying [GOV/PGC(2007)17/REV1] ➤ Report by the Public Governance Committee on the implementation of the Recommendation of the Council on Enhancing Integrity in Public Procurement [C(2012)98] ➤ OECD Principles for Integrity in Public Procurement (2008) <ul style="list-style-type: none"> • Compendium of Good Practices for Integrity in Public Procurement [GOV/PGC/ETH(2014)2/REV1] • Recommendation of the Council on Enhancing Integrity in Public Procurement [C(2008)105] • Integrity in Public Procurement: Good Practice from A to Z (2007) ➤ OECD Integrity Review of. Brazil: Managing Risks for a Cleaner Public Sector (2012) ➤ Transparency in strategic decision-making: Ministerial Advisors [GOV/PGC/ETH(2010)2/REV1] 	2009-14

Product Group	Products	Years
	<ul style="list-style-type: none"> ➤ Components of Integrity: data and benchmarks for tracking trends in government GOV/PGC/GF(2009)2 ➤ Global Forum on Public Governance: Building a Cleaner World: Tools and Good Practices for Fostering a Culture of Integrity, 4-5 May 2009 ➤ Integrity in government: towards output and outcome measurement GOV/PGC/ETH(2009)4 ➤ Framework for Integrity: “Towards a Sound Integrity Framework: Instruments, Processes, Structures and Conditions for Implementation [GOV/PGC(2008)21] <ul style="list-style-type: none"> • Post-Public Employment: Good Practices for Preventing Conflict of Interest [GOV/PGC(2008)20] 	
PG5: MENA Programme	<ul style="list-style-type: none"> ➤ Meeting and conferences on capacity building, policy analysis and dialogue on public governance in MENA countries <ul style="list-style-type: none"> • MENA-OECD Initiative: High Level Consultation, Paris, May 2011 • Multi-stakeholder Dialogue on Putting Anti-Corruption Commitments into Practice: Transparency, Participation and Rule of Law”, Rabat, June 2011 • International Conference on 'Establishing a national framework of integrity and corruption prevention: Good practices and lessons learned, Tunis, February 2012 • High Level Conference opened by Mr. Hammadi Jebali, presenting the findings of the work on integrity and corruption prevention in Tunisia • Deauville Partnership Conference on Building Open, Fair, and Transparent Government for Growth and Development, Paris, April 2012 • Launching of the MENA-OECD Network on Public Procurement, Caserta, September, 2012 • MENA OECD Ministerial Beyond the Crisis: Business and Citizens at the Centre of Policy Responses, November 2009, Marrakesh, Morocco <ul style="list-style-type: none"> ○ Outcomes of the MENA-OECD Ministerial Conference and Governance and Business Forums, including the MENA Ministerial Declaration (2009) ○ Regional Charter for Regulatory Quality. (2009) • Working Groups, Regional policy dialogue: Around 30 expert meetings under the working groups, focused on a series of issues including: Civil Service and Integrity; E-government and Administrative Simplification; budgeting, Public Service Delivery, Public-Private Partnerships and Regulatory Reform; Gender; Green Growth and Territorial Development • Launch of the Regional Senior Budget Officials Network for the Middle East and North Africa, Cairo, November 2008. • Regional Working Group and Regional Capacity Building Meetings on key issues of public sector modernisation • Joint learning seminar on civil service modernization, Tunis, February 2008 ➤ Publications: <ul style="list-style-type: none"> • Regulatory Consultation in the Palestinian Authority: A Practitioner’s Guide for Engaging Stakeholders in Democratic Deliberation (2011) • Public Servants as Partners for Growth: Toward a Stronger, Leaner and More Equitable Workforce (2011) • Progress in Public Management in the Middle East and North Africa. Case Studies on Policy Reform (2010) • Overcoming Barriers to Administrative Simplification Strategies guidance for policy makers. (2009) • Overcoming Barriers to Administrative Simplification Strategies: Guidance for Policy Makers (2009) • Building an Institutional framework for Regulatory Impact Analysis (RIA): Guidance for Policy Makers (2008) • Oversight Bodies for Regulatory Reform (2008) • E-Procurement for Good Governance and Development in Italy, North Africa and the 	2008-12

Product Group	Products	Years
	<p>Middle East (2007)</p> <ul style="list-style-type: none"> • Measuring and Evaluating E-government in the Arab Countries (2007) <p>➤ Peer Reviews and Country Studies</p> <ul style="list-style-type: none"> • OECD E-Government Studies: Egypt (2013) • Implementing a Code of Conduct for the Public Sector in Jordan (2010) • Enhancing Integrity in Public Procurement in Yemen (2010) • Improving Transparency within Government Procurement Procedures in Iraq (2010) • Joint Learning Study on Integrity in Public Procurement in Morocco (2009) • Morocco: Enhancing Integrity in Public Procurement (2009) 	
PG6: Public Sector Management and Employment	<p>➤ Recommendation of the Council on Principles for Public Governance of Public-Private Partnerships [C(2012)86]</p> <p>➤ Publications</p> <ul style="list-style-type: none"> • Public Sector Compensation in Times of Austerity (2012) • Public Servants as Partners for Growth: Toward a Stronger, Leaner and More Equitable Workforce (2011) • The State of the Public Service (2008), <p>➤ Reports:</p> <ul style="list-style-type: none"> • The Government Workforce of the Future: innovation in strategic workforce planning in OECD countries [GOV/PGC/PEM(2012)1/FINAL] • Rewarding Performance in the Public Sector: Performance-related pay in OECD countries [GOV/PGC/PEM(2012)3] • Trends regarding Gender in Public Employment [GOV/PGC/PEM(2012)4] • Achieving public sector agility at times of fiscal consolidation [GOV/PGC(2012)10] • Managing the Political/Administrative Boundary: Study on the Political Involvement in Senior Staffing Decisions and on the Delineation of Responsibilities between Ministers and Senior Civil Servants [GOV/PGC(2007)1] • Managing Change in OECD Governments: an Introductory Framework [GOV/PGC/PEM(2008)3] • Ageing and Changes in Public Service Delivery Findings and Conclusions [GOV/PGC/PEM(2008)7/FINAL] • Challenges of Human Resources Management for multi-Level Government [GOV/PGC/PEM(2008)6/FINAL] • Note on Job Profiling [GOV/PGC/PEM(2008)5] <p>➤ Peer Reviews</p> <ul style="list-style-type: none"> • OECD Public Management Reviews: Ireland 2008: Towards an Integrated Public Service (2008) <p>➤ OECD Reviews of Human Resource Management in Government: Belgium 2007: Brussels-Capital Region, Federal Government, Flemish Government, French Community, Walloon Region (2007)</p>	2007-12
PG7: Strengthening strategic public institutions for inclusive economies	<p>➤ Risk / Crisis Management</p> <p>➤ Recommendation of the Council on the Governance of Critical Risks [C/MIN(2014)8/FINAL]</p> <p>➤ Boosting Resilience through Innovative Risk Management (2014)</p> <p>➤ G20 G20/OECD Methodological Framework for Disaster Risk Assessment and Risk Financing (2012)</p> <p>➤ Risk and Crisis Communication: Opportunities and Challenges of Social Media, Geneva, June 2012</p> <p>➤ Strategic Crisis Management, Geneva, June 2012</p> <p>➤ Future Global Shocks (2011)</p> <p>➤ Managing Risk in the Public Sector (GOV/PGC(2008)3)]</p> <p>➤ Meetings of the Senior Officials from Centres of Government and related</p>	2007-14

Product Group	Products	Years
	<p><u>documentation</u></p> <ul style="list-style-type: none"> ➤ Vision, leadership, innovation: Driving public policy performance, Vienna, 2014 ➤ Recovering public trust in challenging times through a strategic state, Santiago, 2013 ➤ The role of the Centres of Governments in meeting today's economic challenges, London, 2012 ➤ Effective Responses to Modern Challenges, Ottawa, 2011 ➤ Future Growth, Fiscal Consolidation and Implementation, Berlin, 2010 ➤ Managing the Crisis from Recovery Policies to Long-term Reforms, Paris, 2009 ➤ The Political Economy of Reform: Ensuring Stakeholder Support, Mexico, 2008 ➤ Strengthening Public Trust by Delivering on promises: what role for the Centre?, Bern, 2007 <p>Open Government</p> <ul style="list-style-type: none"> ➤ International Forum on Open Government: Leaders' Debate on how the Principles of Transparency, Accountability and Citizen Participation contribute to Good Governance and Socio-Economic Development, Paris, September 2014 ➤ New Developments in Open Government [GOV/PGC(2012)9] ➤ The call for Innovative and open Government: An overview of country initiatives. (2011) ➤ The call for Innovative and open Government: Conclusions of the Ministerial Meeting held in Venice November 2010 ➤ Focus on Citizens: Public Engagement for Better Policy and Services (2009) ➤ Symposium on Open and Inclusive policy making, Paris, October 2008 [GOV/PGC(2008)23] <p>Public Governance Reviews</p> <ul style="list-style-type: none"> ➤ Strategic Insights from the Public Governance Reviews [GOV/PGC(2013)4] ➤ OECD Public Governance Reviews: <ul style="list-style-type: none"> ○ Hungary: Towards a Strategic State Approach (2015) ○ Slovak Republic: Developing a Sustainable Strategic Framework for Public Administration Reform (2014) ○ Spain: From Administrative Reform to Continuous Improvement (2014) ○ Kazakhstan: Review of the Central Administration (2014) ○ Greece: Reform of Social Welfare Programmes (2013) ○ Poland: Implementing Strategic-State Capability (2013) ○ Colombia: Implementing Good Governance (2013) ○ OECD Integrity Review of Brazil, Managing Risks for a Cleaner Public Service (2012) ○ Public Governance Review of Poland: Implementing Strategic-State Capability [GOV/PGC(2012)13] ○ Towards More Effective and Dynamic Public Management in Mexico (2011) ○ Estonia- Towards a single government approach (2011) ○ Greece- Review of the Central Administration (2011) ○ France, An International Perspective on the General Review of Public Policies (2012) ○ Slovenia: Towards a Strategic and Efficient State (2012) ○ Brazil's Supreme Audit Institution : The Audit of the Consolidated Year-End Government (2013) ○ Public Procurement Review of the United States Federal Public Procurement [GOV/PGC(2011)2] ○ Public Procurement Review of the Mexican Institute of Social Security: Enhancing Efficiency and Integrity for Better Health Care (2012) ○ Finland OECD Public Governance Review of Finland: Working Together to Sustain Success [GOV/PGC(2010)13] 	

Product Group	Products	Years
	<ul style="list-style-type: none"> ○ Modernising the Public Administration: A study on Italy [GOV/PGC(2010)20] ○ Estonia: Towards a Single Government Approach. [GOV/PGC(2010)15 & GOV/PGC(2011)1] ➤ Other topics ➤ Recommendation of the Council on Budgetary Governance [C(2015)1] ➤ Budgeting for Fiscal Space and Government Performance Beyond the Great Recession: OECD Journal of Budgeting, Volume 13, Issue 2 (2014) ➤ Women's Leadership in Public Life: Global Forum on Public Governance, held in Paris, April 2014 ➤ OECD MENA Governance Programme (2013-14) and the G7: The Deauville Partnership ➤ Global Forum on Public Governance 2012: Better Governance for Inclusive Growth, Paris, November 2012 ➤ Non-member country indicators in Government at a Glance 2011 ➤ Making Reform Happen: Lessons from OECD Countries (2010) 	

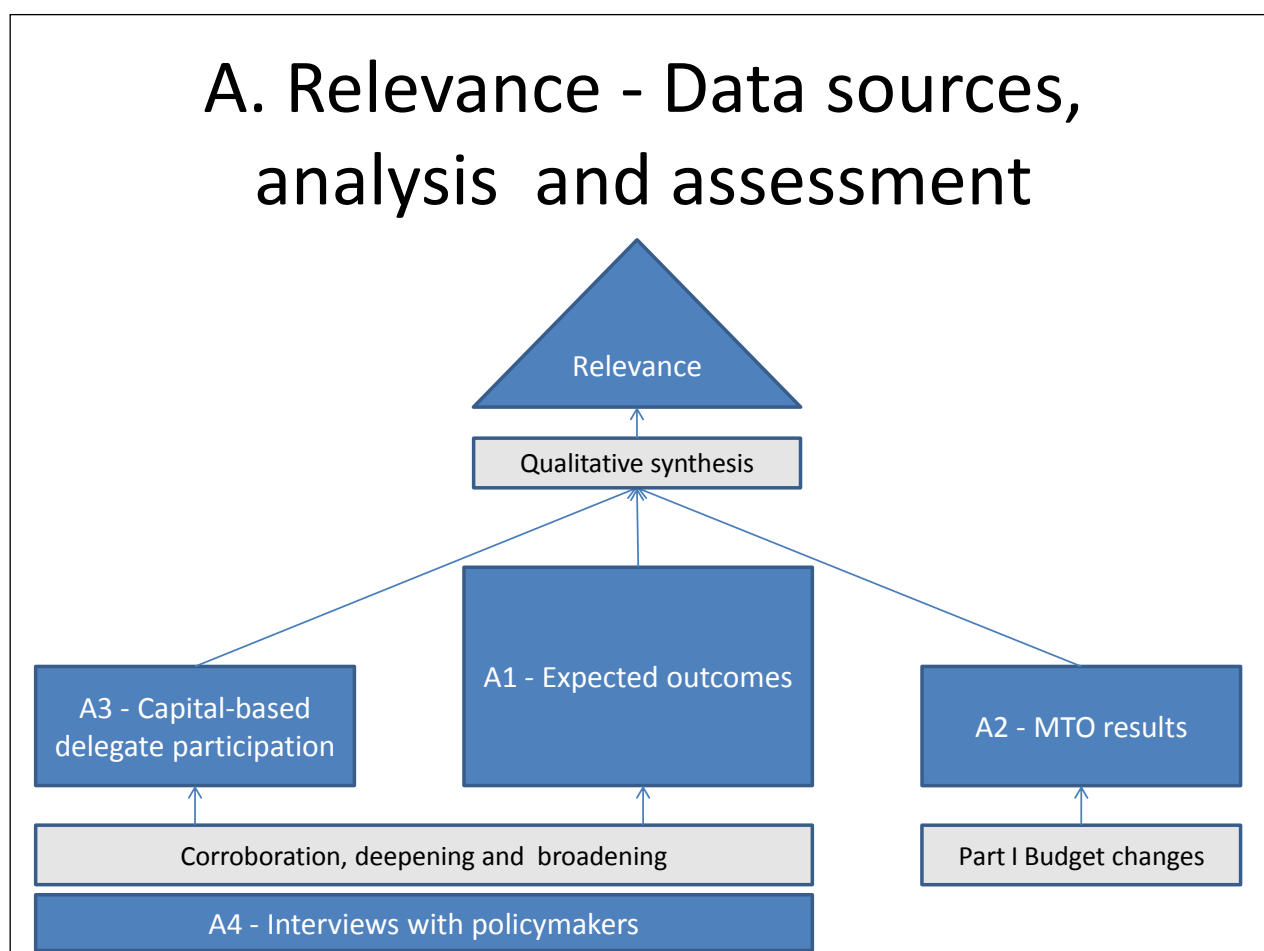
ANNEX III
OUTPUT AREA 4.3.1 (2007-2014) - BUDGET (PWB) FOR THE PUBLIC GOVERNANCE
COMMITTEE (KEUR)

Product Group	Base Part I Budgeted Resources	CPF	Direct Part I Budgeted Resources	Percentage of total budget
PG1: <i>Government at a Glance Series</i>	4 492	0	9 059	23%
PG2: Budgeting and Public Expenditure	3 889	0	6 340	20%
PG3: Innovation in Public Service Delivery	2 006	0	4 616	10%
PG4: Government Integrity	2 134	700	4 859	14%
PG5: Global Relations (Including MENA)	710	0	18 237	4%
PG6: Public Sector Management and Employment	1 844	0	2 695	9%
PG7: Strengthening strategic public institutions for inclusive economies	3 831	0	22 776	20%
Grand Total	18 905	700	68 581	100%

ANNEX IV METHODOLOGICAL FRAMEWORK AND NOTES

The methodological framework used for assessing the relevance, effectiveness and efficiency of a committee is described *in situ* in Annex I. This Annex presents a diagrammatic overview of the framework and notes on how specific aspects of data analysis are conducted.

Relevance



Main sources:

A1 – Survey of delegates.

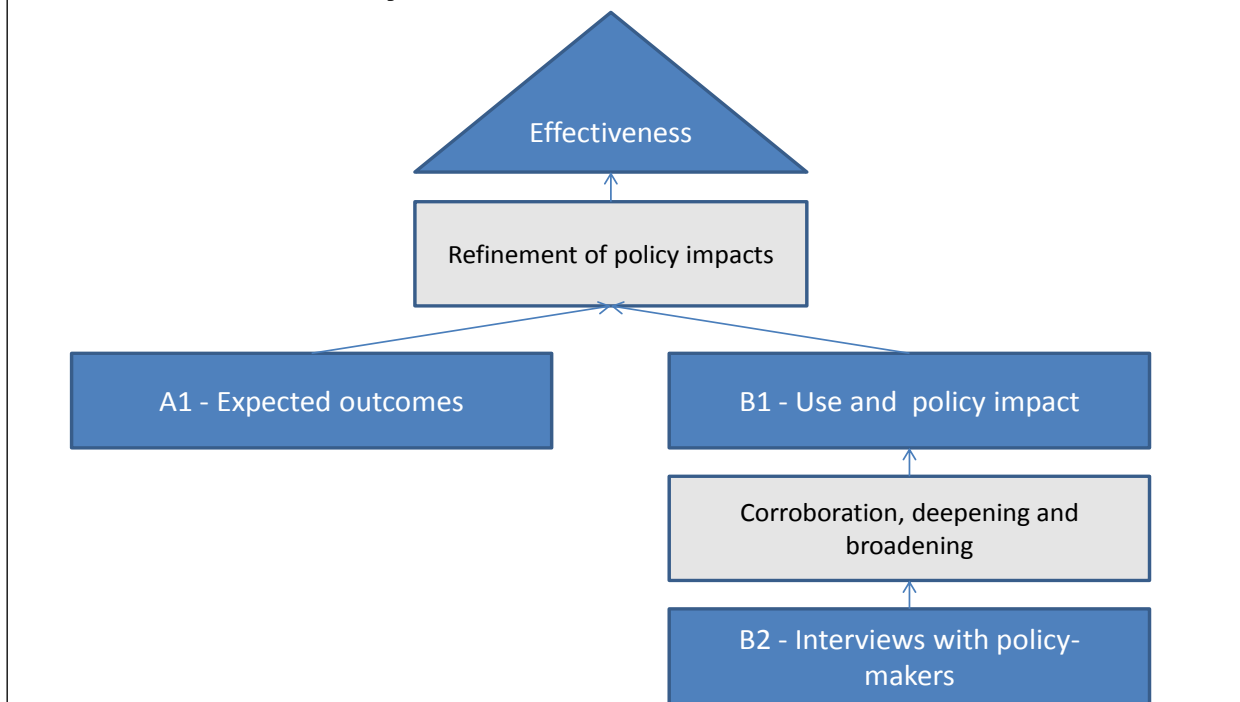
A2 – Biannual Medium-Term Orientations survey.

A3 – Meeting summaries and Event Management System database (EMS).

A4 – Delegates and other policymakers (plus non-Member delegates and representatives of other international bodies and stakeholder bodies as relevant).

Effectiveness

B. Effectiveness - Data sources, analysis and assessment

Main sources:

A1 – Survey of delegates.

B1 – PIR survey⁸⁰, the analysis of which in terms of data on policy impacts comprises a number of steps:

- Output Results from the relevant Bienniums are analysed to ascertain whether they contain related or interlocking products. Those that do are merged into multi-annual Product Groups that provide a basis for consolidating PIR ratings over the review period and for focusing discussions on impacts and supporting factors with interviewees. The reports and instruments included in a given Product Group are those that fall under its constituting Output Results. A Product Group impact rating calculated by triangulating across the mean, mode and median of the constituent Output Result ratings.
- Product Group ratings are analysed to provide an overall (i.e. of actual and potential impacts on both Members' policymaking and the visibility and credibility of the Organisation) assessment of impacts.
- Since the 2011 PIR survey (covering the 2009-10 PWB), Output Results are rated both in terms of the level of impact and the nature of impact, with PIR respondents being able to assign up to five types of impacts (or indicate why impacts are low). This data is used as follows:

80. The analysis of PIR data is based on individual responses to the PIR survey provided by Members' policymakers. When no individual responses have been received from a Member through this channel, institutional responses prepared by the Delegation are also integrated into the analysis.

- To corroborate ratings and impact descriptions and recalibrate them as necessary using the guidance matrix, below. Thus, for example, a rating of ‘very high’ that is qualified as ‘Referenced as a data source without impacting on policy initiatives or without directly leading to policy development’ would be recalibrated as ‘very low to low’. Similarly, a rating of ‘low’ characterised as ‘Prompted a review of national policy’ would be recalibrated as ‘medium to very high’.
- To analyse overall impacts in order to arrive at an assessment of actual impact, defined as impact on Members’ policymaking (i.e. overall impact minus potential impact on Members).

B2 – Delegates and other policymakers (plus non-Member delegates and representatives of other international bodies and stakeholder bodies as relevant).

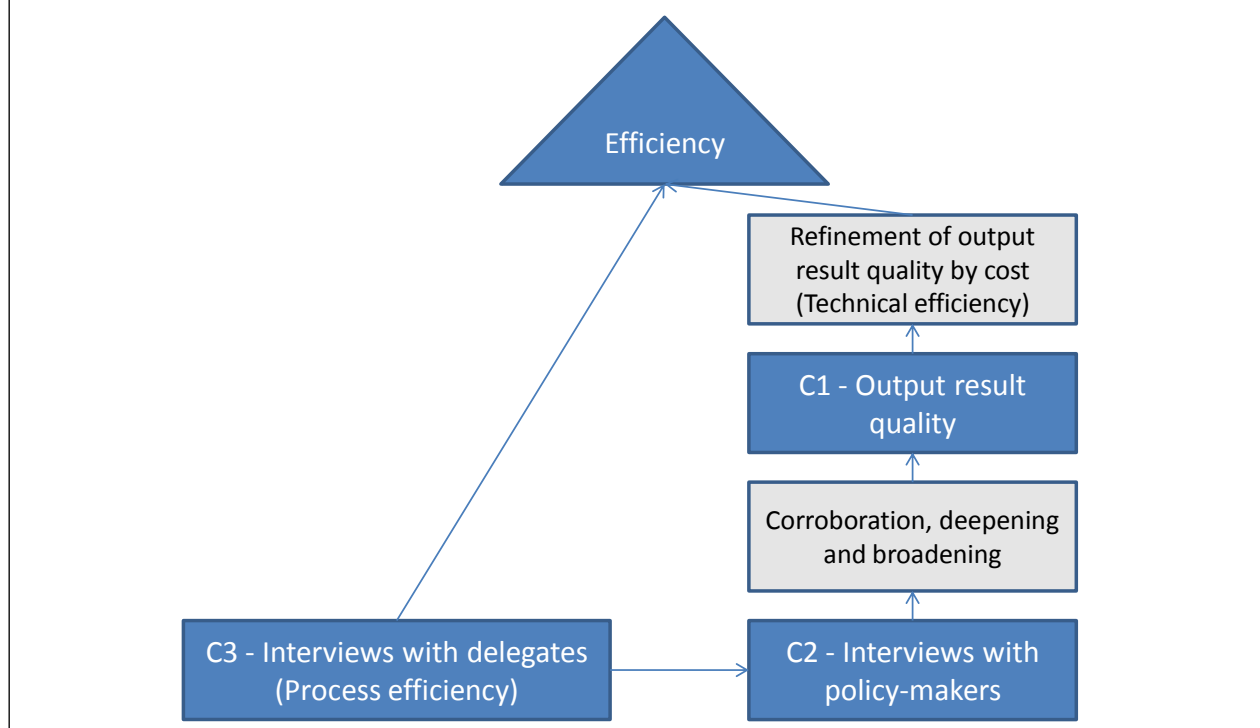
Guidance on use/impact descriptions* and ratings

Very Low Impact	Low Impact	Medium Impact	High Impact	Very High Impact
			Substantively represents or forms the basis of government policy	
			Considered as the standard for policy setting	
			Raised in Parliament, been the subject of Ministerial/official announcements	
			Proposed to be enacted as legislation, enacted as legislation or the subject of international agreement	
			Raised in major public forums as being authoritative for policy direction	
		Referenced in reports/briefings, or used as reference material with a direct impact on policy development/outcomes		
		Used as the sole / authoritative data source supporting policy initiatives		
		Prompted a review of national policy		
		Was the basis for international comparisons used in developing policy options or settings		
		Provided innovative policy ideas previously unknown to capital		
		Contributed to preparing the ground for possible future reforms		
		Used as a data source in conjunction with other non-OECD data sources		
		Supported discussions and studies		
		Used as background documentation to inform policy debate		
		Resulted in an increase to international co-operation and/or policy networks		
Referenced as a data source without impacting on policy initiatives or without directly leading to policy development				
Not used /little used since it is not known / little known in capital				
Not used / little used since it focuses on issues of no or limited concern in capital				
Not used / little used due to quality concerns				
Not used due to limited interest in capital following changes in national policy priorities / the policy environment				

* Some impact descriptors were consolidated and/or their wording revised in 2015.

Efficiency

C. Efficiency - Data sources, analysis and assessment



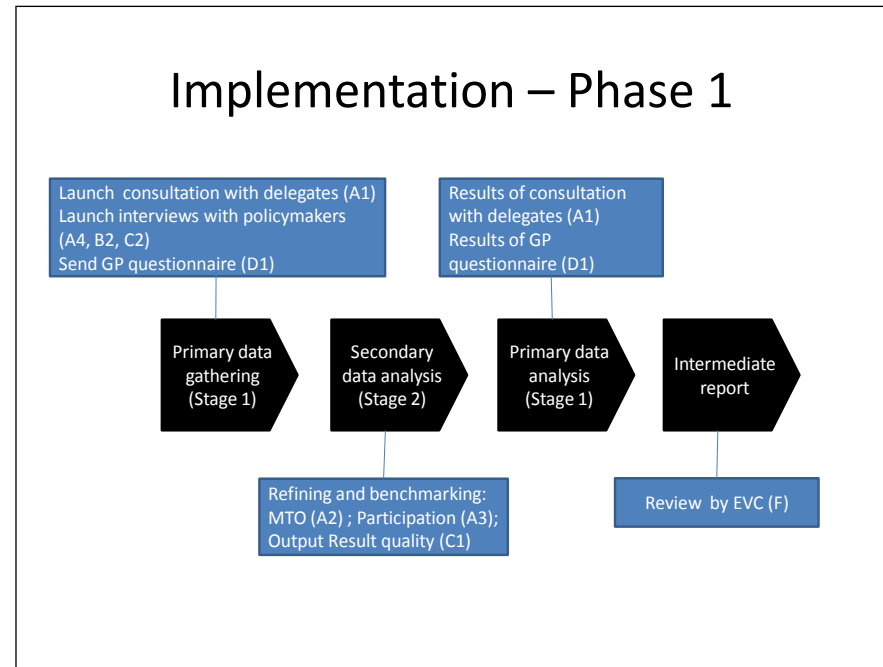
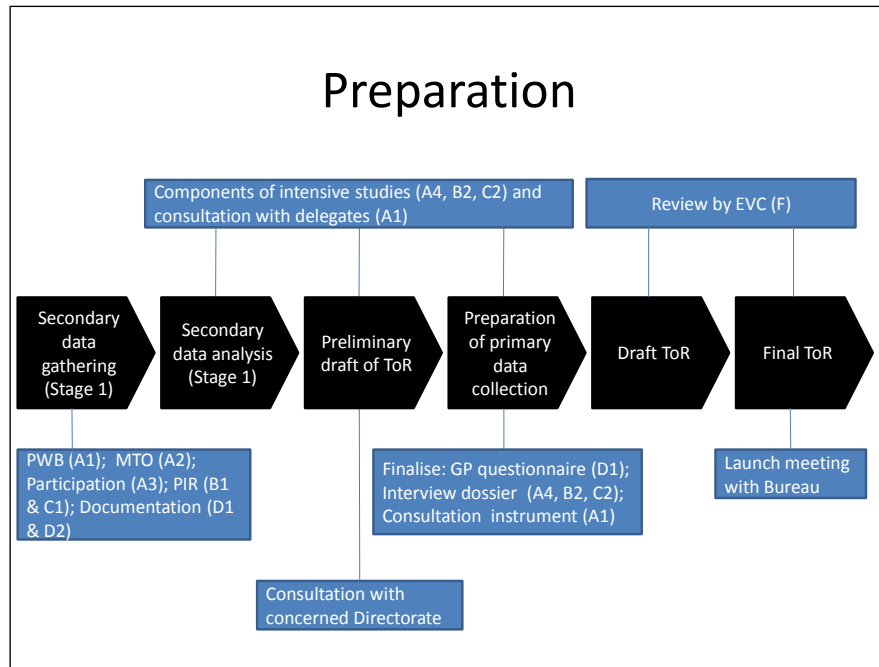
Main sources:

C1 – PIR survey.

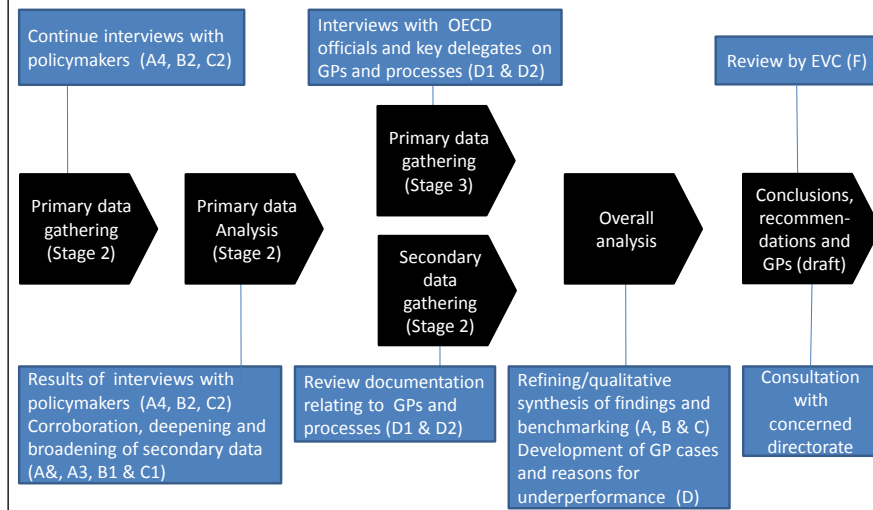
C2 – Delegates and other policymakers (complemented by interviews with representatives of other international bodies and stakeholder bodies, as relevant).

C3 – Delegates (plus non-Member delegates and representatives of other international bodies and stakeholder bodies present in committee meetings, as relevant).

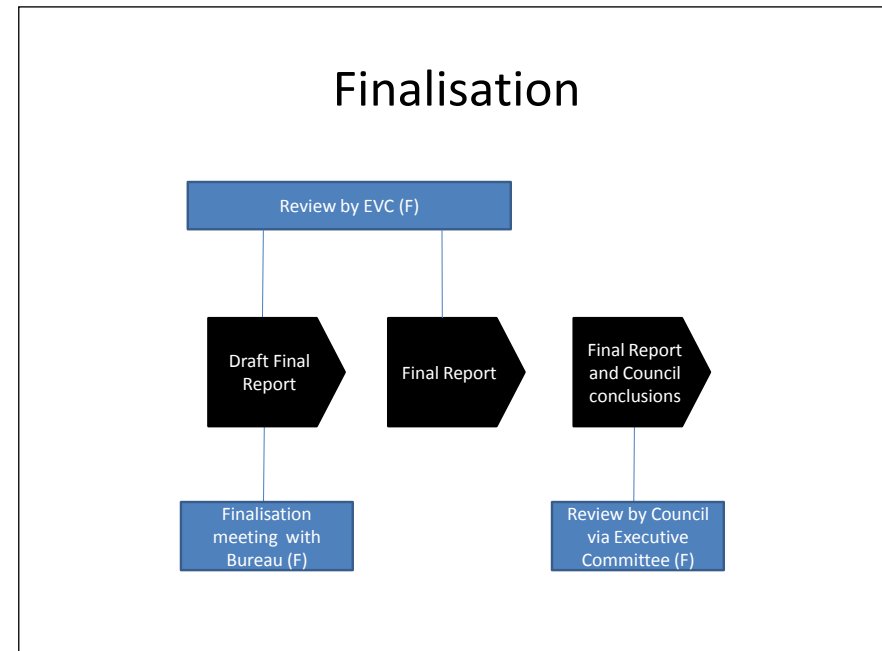
IDE Implementation



Implementation – Phase 2



Finalisation



ANNEX V
PERSONS INTERVIEWED

Surname	Name	Institution	Title or function	Country
DRUART	Jacques	Federal Public Service Personnel and Organisation	Director General	Belgium
PROSPER	Lorna	Embassy of Canada - Public Services and Procurement Canada	Director General	Canada
HOLKERI	Katju	Ministry of Finance	Director-General	Finland
KEKKONEN	Sirpa	Prime Minister's Office	Counsellor	Finland
KARJALAINEN	Anna-Maija	Ministry of Finance	Director General	Finland
AUNAY	Daniel	Secrétariat général pour la modernisation de l'action publique (SGMAP)	Senior Advisor for European and International Affairs	France
CAMIADE	Marine	Ministry of Finance	Deputy Director	France
SCHUSTER	Pascal	Secrétariat général du Gouvernement (SGG)	Chargé de mission Simplification	France
WAINTRAP	Francoise	Secrétariat général pour la modernisation de l'action publique (SGMAP)	Head of Mission "Méthode écoute et innovation"	France
FREUNDLIEB	Matthias	Federal Chancellery (Bundeskanzleramt)	Deputy Director-General	Germany
HARITZ	Miriam	Federal Office of Civil Protection and Disaster Assistance (BBK)	Head of Inter-ministerial and Interstate Crisis Management Exercises	Germany
KELLEENERS	Martin	Federal Ministry of Finance (BMF)	Deputy Director General	Germany
NAUNDORF	Stephan	Federal Chancellery	Counsellor of Minister of State and Representative of the Better Regulation Office	Germany
SCHATTENMANN	Marc	German Parliament - Deutscher Bundestag	Senior Advisor on Budgetary Affairs	Germany
SPERLICH	Holger	Federal Ministry of the Interior	Government Director	Germany
ROMHANYI	Balázs	Fiscal Responsibility Institute	Director	Hungary
PRAWER	Ehud	Office of the Prime Minister	Policy and Planning Director	Israël
ADLER	Ayana	Office of the Prime Minister	Head of Doctrine and External Relations	Israël
SHAPSA	Tal	Ministry of Finance	Senior Economist	Israël
MARCONI	Pia	Presidency of the Council of Ministers	Head	Italy
YASHIRO	Masanari	Permanent Delegation of Japan to the OECD	First Secretary	Japan

Surname	Name	Institution	Title or function	Country
ARELLANO	David	Ministry of Interior	Head of the Legal Affairs Unit	Mexico
MUNOZ BONILLA	Alejandro	Ministry of Public Administration		Mexico
ORTIZ MORA	Julio	Ministry of Public Administration	Deputy General Director of Legal Texts Chattle and Support in Public Procurement	Mexico
LOPEZ ACLE	Rogelio	Ministry of Public Administration	Deputy Director of Organization and Remuneration	Mexico
RIVERO	Lorena			Mexico
GALINDO FAVELA	Fernando	Ministry of Finance and Public Credit (SHCP)	Under Secretary of Expenditure	Mexico
ZAPATA	Enrique	Office of the President	Deputy General Director of Public Innovation	Mexico
MACDONALD	Colin	Department of Internal Affairs	Chief Information Officer	New Zealand
QUESADO	Jaime	ESPAP – Portuguese Public Shared Services Agency	President	Portugal
RAMOS	Joana	Ministry of Finance	Director General	Portugal
CLOAREC	Robert	Ministry of Finance	Principal secretary - Council on Basic Values	Sweden
ALFONZO SANTAMARIA	Nestor	Cabinet Office	Senior Risk Policy Adviser	United Kingdom
BOWER	Denise	Major Projects Association	Executive Director Major Projects Association	United Kingdom
CARTER	Sharon	Cabinet Office	Deputy Director	United Kingdom
KELLY	Julian	HM Treasury	Director General Public Spending and Finance	United Kingdom
McKEOWEN	Liz	Cabinet Office	Chief Economist and Deputy Director for Analysis & Insight	United Kingdom
RYCROFT	Phillip	Cabinet Office	Second Permanent Secretary, Head of UK Governance Group	United Kingdom
BROWN	Dustin	Office of Management and Budget, Executive Office of the President	Deputy Assistant Director for Personnel and Performance	United States
GABRIERLLI	Tina	US Dept Homeland Security	Director	United States
DAVILA PEREZ	Javier	Inter-American Development Bank	Head of the Public Procurement Policy Unit	
PANIFLOVA	Elena	Transparency International	Vice-chair of International Board of Directors and Chair of TI Russia	

Surname	Name	Institution	Title or function	Country
PALICARSKY	Constantine	UNODC	Crime Prevention and Criminal Justice officer	
DE LAURENTIIS	Enzo	World Bank	Co-Chair and Regional Procurement Manager	
BRUMBY	James	World Bank	Director Public Service and Performance	
TREADWELL	Jane	World Bank	Global ICT Practice Practice Manager	
GARNIER BOURELLY	Maud	BIAC	Director, Policy and Public Affairs	
HABBARD	Pierre	TUAC	Senior Policy Advisor	

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C(2014)88	DRAFT RECOMMENDATION OF THE COUNCIL ON DIGITAL GOVERNMENT STRATEGIES
C(2014)39/REV1	2014 REPORT ON THE IMPLEMENTATION OF THE OECD STRATEGY ON DEVELOPMENT
C(2014)17	DRAFT RECOMMENDATION OF THE COUNCIL ON PRINCIPLES FOR INDEPENDENT FISCAL INSTITUTIONS
C(2014)152	DRAFT RESOLUTION OF THE COUNCIL REVISING THE MANDATE OF THE PUBLIC GOVERNANCE COMMITTEE
C(2013)58/FINAL	RESOLUTION OF THE COUNCIL ON STRENGTHENING THE OECD'S GLOBAL REACH
C(2013)121	COMMITTEE PARTICIPATION PLANS - Public Governance Committee - Regulatory Policy Committee - Territorial Development Policy Committee
C(2012)98	REPORT BY THE PUBLIC GOVERNANCE COMMITTEE ON THE IMPLEMENTATION OF THE RECOMMENDATION OF THE COUNCIL ON ENHANCING INTEGRITY IN PUBLIC PROCUREMENT [C(2008)105]
C(2012)86	DRAFT RECOMMENDATION OF THE COUNCIL ON PRINCIPLES FOR PUBLIC GOVERNANCE OF PUBLIC-PRIVATE PARTNERSHIPS
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C/M(2010)15/PROV	SUMMARY RECORD OF THE 1225th SESSION
C/M(2009)23/PROV	SUMMARY RECORD OF THE 1209th SESSION
C/M(2009)21/PROV	SUMMARY RECORD OF THE 1207th SESSION
C/M(2008)21/PROV	SUMMARY RECORD OF THE 1185th SESSION
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