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**PUBLIC GOVERNANCE AND TERRITORIAL DEVELOPMENT DIRECTORATE  
PUBLIC GOVERNANCE COMMITTEE**

**DIRECTIONS FOR THE PROGRAMME OF WORK OF THE PUBLIC GOVERNANCE  
COMMITTEE FOR 2007/8**

*This document is presented to the Committee for comment. It will be discussed at the meeting of the Enlarged Bureau on 20 February 2006. Countries are also invited to provide written comments to the Secretariat by 1st March 2006.*

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**DIRECTIONS FOR THE PROGRAMME OF WORK  
OF THE PUBLIC GOVERNANCE COMMITTEE FOR 2007/8**

1. This document is a first look at the Committee's programme of work for 2007/8. The aim is to translate the results from the November 2005 Ministerial meeting in Rotterdam into a medium-term programme and, specifically, to identify activities for the next biennium. The document provides an outline of:

- The context and current challenges;
- Where we are at the end of 2006;
- Proposed components of Programme of work for 2007/8; and
- Proposed work on global relations.

2. The Committee is invited to provide guidance on the choice of activities proposed by the Secretariat, and to suggest alternative activities that may not appear below. Although an attempt has been made to give an indication of the level of resources required for each activity, no costing exercise has yet been carried out. Therefore, the Committee's discussion should not be circumscribed by resource implications, bearing in mind that activities that cannot be financed by Part I funds may be funded by voluntary contributions.

3. Countries' written comments are requested by **1<sup>st</sup> March 2006**. Based on the discussion at the Enlarged Bureau on 20 February as well as written comments received, the Secretariat will prepare a draft programme of work and budget for discussion and prioritisation at the 33<sup>rd</sup> session of the Committee on April 6-7 2006. A timetable for the programme of work preparation process is provided in Annex 2.

4. The Committee is asked to:

**DISCUSS** the issues and potential activities;

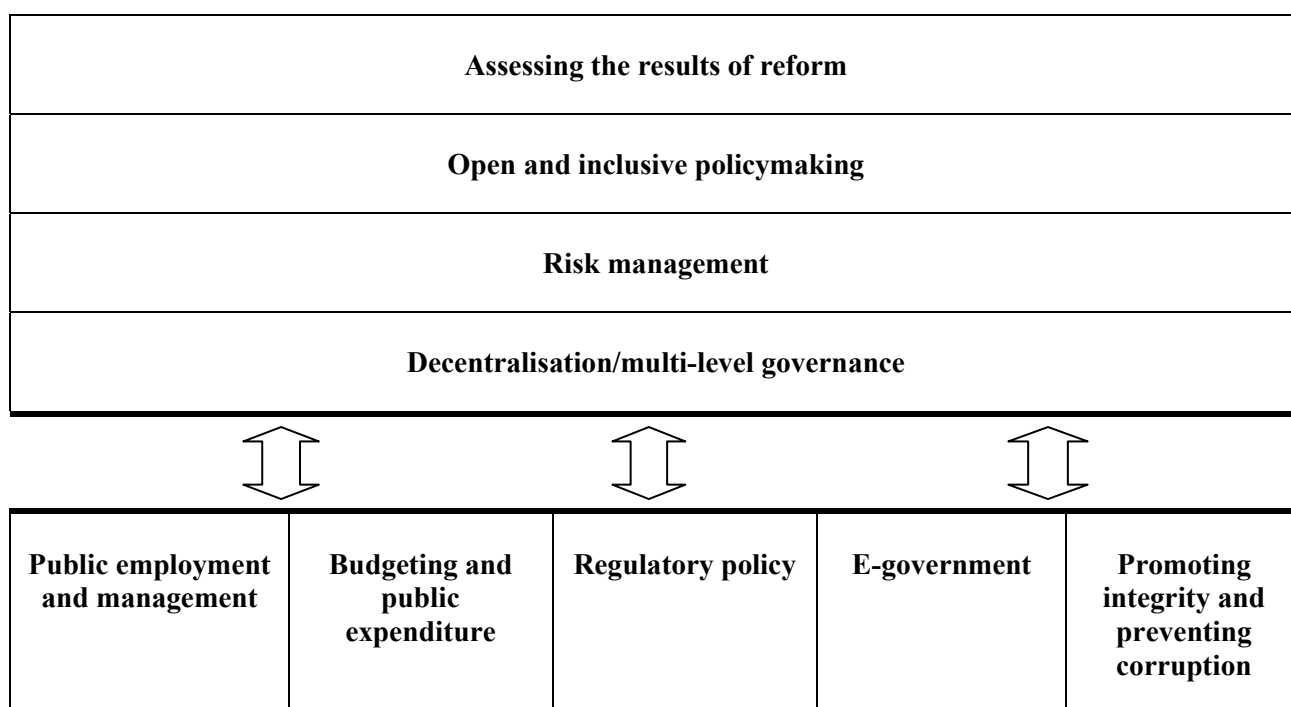
**PROVIDE COMMENTS**, at the meeting of the Enlarged Bureau or in writing, on choice of issues; and

**INDICATE** the level of interest for each proposed activity on the sheet provided in Annex 3.

**Context – current challenges**

5. At the meeting of the Public Governance Committee at Ministerial level in November 2005, four themes were identified as being of particular interest for countries: assessing the results of reform; open and inclusive policymaking; risk management; and decentralisation/multi-level governance. These four themes cut across OECD work on public governance, and will help shape it for the remainder of the Committee’s mandate. During 2007/8, these four themes will be addressed in the different substantive areas, e.g. budgeting, public sector employment and management; regulatory reform; e-government; and integrity. The different strands of work on each theme will be drawn together and presented to the PGC in a series of symposia held in conjunction with Committee meetings. Where desirable, other outputs may also be produced from this cross-cutting work.

6. While contributing to the four horizontal themes, work in the substantive areas will also continue to build on work carried out by working groups and networks, addressing the current concerns and future challenges identified by countries in advance of the Rotterdam meeting [see GOV/PGC/MIN(2005)3]. For the sake of clarity, the proposed activities for 2007/8 are grouped around the substantive areas. This presentation will also facilitate the work of the networks, and help ensure recognition of the different work areas by the Council and Budget Committee.



**Where we are at the end of 2006**

7. By the end of 2006, important results will have been achieved, including the Ministerial meeting in Rotterdam, a progress report on implementing the Guidelines for Managing Conflict of Interest, the launching of a Red Tape Scoreboard, analytical reports in the areas of regulatory reform, budgeting, integrity, e-government and public employment, the first working paper on indicators and several country reviews. Several important pieces of work will also have been completed on outreach, including reviews of regulatory reform in China and Russia. (For a full list of outputs for the biennium, see Annex 1.)

## **Proposed components of Programme of work for 2007/8**

8. Below are descriptions of proposed activities for the next two years, both at the level of the cross-cutting themes and, in more detail, at the level of the different substantive areas. Some of these activities would need to be financed by voluntary contributions.

### ***Cross-cutting themes***

#### *Assessing the results of reform*

9. Building on the results achieved in 2006 on reviewing currently available data, the second phase of the project “Management in Government: Comparative Country Data” would include developing new data sets and continuing the discussion on key developments in the measurement of government outputs and the measurement of progress towards key government outcomes. At the end of the biennium, a new series on “Government at a glance” would be launched. Several activities in the substantive areas would provide input to this cross-cutting project, e.g. data on public employment, on budget practices, on regulatory quality, and e-government expenditures.

#### *Open and inclusive policy-making*

10. Public policies are more legitimate, credible and effective if they meet the expectations and needs of the target groups to whom they are addressed. Well-designed public participation strengthens transparency, accountability and inclusion in policy making, as well as improving service delivery and contributing to trust in government. The participation of internal stakeholders in the reform process fosters greater awareness and ensures commitment to change. This horizontal project would address how citizen engagement can improve policy quality while promoting inclusion, and would develop tools for evaluating public engagement processes and their impact on policy. Subject to voluntary contributions, it would also look at how governments can effectively form partnerships with the private and not-for-profit sectors to achieve policy goals. Activities that would contribute to this include work on take-up of e-government services and reducing administrative burdens.

#### *Risk management*

11. With increasing frequency, public officials face decisions about policies, programmes and services where future uncertainties are significant and unavoidable. Thus, they need to both assess and manage risk in helping develop suitable policy responses. Moreover, they need to inform the public about the nature of risks and the inherent tradeoffs between specific policy choices. The challenge for the public service across the OECD is to enhance its ability to manage risks successfully. A horizontal activity would look at the essential question for the PGC, i.e. how can the public sector better learn to manage risks? Areas of work could contribute to such a programme include risk management and regulatory policy, and budgeting mechanisms to measure and report on fiscal risks.

#### *Decentralisation/multi-level governance*

12. Increasingly, public responsibilities are devolved to lower levels of government -- in unitary as well as in federal countries – often with a view to improving the efficiency of public service provision. Local and regional governments also want a greater say in the setting and implementation of national policy measures. Such trends have helped make the management and governance of public policies more complex and demanding, involving multiple actors (public and private) and requiring a rethinking of how central and sub-national governments should collaborate. This cross-cutting activity would look at how multi-level governance can help improve public sector efficiency and the outcomes of public policies. It would include reporting on recent institutional reforms in multi-level governance aimed at improving

efficiency of public service delivery (with particular emphasis on fiscal, managerial, ICT, knowledge, oversight and regulatory management arrangements), as well as multi-level governance assessment in targeted areas of policy (e.g. health, tertiary education.). Activities that would contribute to this include e-government: partnerships across levels of government, multi-level regulatory capacity, and co-ordination of human resources management policies across levels of government. This work would also be useful to the Territorial Development Policy Committee.

### Proposed activities for 2007/8

<b>Public Sector Management and Employment</b>	<b>Level of resources</b>
<p><i>Policy context</i></p> <p>Governments are seeking information on how their administrative structures and costs compare with those of other governments, as well as impartial, empirically based advice on how to structure themselves to respond to new challenges, and practical advice on reform design.</p>	
<p><i>Data</i> (would contribute to the cross-cutting project on <b>comparative country data</b>)</p> <ol style="list-style-type: none"> <li>1. Technical improvements in the quality of data on public employment</li> <li>2. Updated management and employment surveys</li> <li>3. New data on co-ordination of HRM policies across levels of government and arrangements for determining pay and conditions</li> <li>4. "State of the public service" continued as a biannual publication.</li> </ol>	<p>Low</p> <p>Medium</p> <p>High</p> <p>Medium</p>
<p><i>Policy work</i></p> <ol style="list-style-type: none"> <li>1. Review of pay negotiation structures and practices</li> <li>2. Review of options for ensuring merit in politically-appointed staff. Joint activity with Promoting integrity and preventing corruption</li> <li>3. Choices of contractual arrangements for very senior civil servants</li> <li>4. Central government approaches for improving public employment and management in sub-national governments (would contribute to the cross-cutting activity on <b>decentralisation/multi-level governance</b>)</li> <li>5. Managing management reforms: sequencing and pacing change from the centre.</li> </ol>	<p>Medium</p> <p>Low</p> <p>Low</p> <p>High</p> <p>High</p>
<p><i>Country reviews</i></p> <ol style="list-style-type: none"> <li>1. Peer reviews as country demands arise.</li> </ol>	<p>High</p>

<b>Budgeting and public expenditure</b>	<b>Level of resources</b>
<p><i>Policy context</i></p> <p>Governments are seeking information on how their budgeting and public expenditure systems compare to those of other countries, including non-member countries; impartial, empirically based advice on how to improve their ability to conduct better fiscal policies through improvements in the process of budgeting; and practical advice on reforming their budget systems.</p>	
<p><i>Data</i> (would contribute to the cross-cutting project on <b>comparative country data</b>)</p> <ol style="list-style-type: none"> <li>1. Update, revise, and expand the 2003 OECD Survey on Budget Practices and Procedures, which provides a unique and comprehensive resource containing comparable information on over 300 aspects of the budget processes for OECD and many non-member countries.</li> </ol>	<p>High</p>
<p><i>Policy work</i></p> <ol style="list-style-type: none"> <li>1. Reviews of how countries can better budget for fiscal risks, including: <ul style="list-style-type: none"> <li>• designing fiscal rules that promote both economic growth and fiscal discipline;</li> <li>• instructing countries on how to implement top-down budgeting processes that encourage delegation to agency heads and innovative program designs within the context of limits on expenditures;</li> <li>• promoting the process of producing very long-term budget projections to better account for contingent liabilities, pension promises, and other potential fiscal risks.</li> </ul> <p>(would contribute to the cross-cutting project on <b>risk management</b>)</p> </li> <li>2. Dissemination of the experiences of countries in integrating performance information in their budget processes.</li> <li>3. Seminars on the potential benefits and problems of using public-private partnerships.</li> <li>4. Papers on new creative accounting techniques, e.g. refundable tax credits, that attempt to disguise the extent of government involvement in the economy.</li> <li>5. Dissemination in the OECD Journal on Budgeting of the insights on leading-edge arrangements, systems, and instruments for the effective and efficient allocation of resources as found in the recent work from the SBO, the specific country reviews, and from the work on budgeting by finance ministries and academics.</li> </ol>	<p>High</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Low</p>
<p><i>Country reviews</i></p> <ol style="list-style-type: none"> <li>1. Use of the long-standing Working Group of Senior Budget Officials (SBO) to provide peer reviews of individual country budget processes.</li> <li>2. Detailed reviews of specific country budget processes, as requested.</li> </ol>	<p>High</p> <p>High</p>

Responsible regulation	Level of resources
<p><b>Policy context</b></p> <p>Countries are seeking information on how to improve and get best value out of regulation, including such issues as the integration of risk in regulatory processes, how regulatory systems can be compared in respect of regulatory tools and outcomes, and how regulatory frameworks affect economic performance and public interest objectives, with results that generate practical advice, handbooks, and guidelines.</p>	
<p><b>Data</b> (would contribute to the cross-cutting project on <b>comparative country data</b>)</p> <ol style="list-style-type: none"> <li>1. Indicators of regulatory quality, including feasibility study for developing further measures of outputs and outcomes, with special attention to entrepreneurship, and current practices for measuring subjective satisfaction with regulatory frameworks.</li> </ol>	High
<p><b>Policy work</b></p> <ol style="list-style-type: none"> <li>1. A comparative study of risk and regulation, including systems for risk management, case studies of specific countries on developing and managing effective systems for risk in regulatory systems, and guidelines (would contribute to the cross-cutting activity on <b>risk management</b>).</li> <li>2. A comparative study on the public-private interface for public services and regulatory frameworks (regulation of public service delivery, including public-private partnerships).</li> <li>3. Reducing administrative burdens, including: an analytical report on regulation inside government, and an analytical report on compliance and enforcement in regulatory policy affecting firms (would contribute to the cross-cutting activity on <b>open and inclusive policy making</b>).</li> <li>4. Decentralisation – multi-level regulatory capacity (a synthetic overview from a regulatory reform perspective, stocktaking of specific experiences related to the housing sector and land use and the use of regulatory tools at sub-national level, and a structure for future country reviews and case studies), and a report drawing general policy implications from these areas of study (would contribute to the cross-cutting activity on <b>decentralisation/multi-level governance</b>).</li> <li>5. A comparative study of regulatory impact analysis, focusing on the impact of RIA processes on policy design for a selection of policy issues in specific sectors, and including quality control efforts and ex-post evaluation, contributing to an update on good practices and guidelines, in co-ordination with DAF and ECH, with potential application to non-members.</li> </ol>	<p>High</p> <p>High</p> <p>Medium</p> <p>High</p> <p>Medium</p>
<p><b>Country reviews</b></p> <ol style="list-style-type: none"> <li>1. Reviews and monitoring exercises of regulatory reform</li> </ol>	High

<b>Promoting integrity and preventing corruption</b>	<b>Level of resources</b>
<p><b><i>Policy context</i></b></p> <p>Countries are seeking information on how prepared they are to identify and control risks to integrity, as maintaining trust in government requires knowledge of where particular risks to integrity exist and preparedness to update legal, institutional and procedural frameworks for promoting integrity and preventing corruption, in particular at the public-private sector interface.</p>	
<p><b><i>Data</i></b> (would contribute to the cross-cutting project on <b>comparative country data</b>)</p> <p>1. Developing credible data on integrity – methodology and framework for collecting data on level of integrity and corruption resistance</p>	<p>High</p>
<p><b><i>Policy work</i></b></p> <p>1. Public procurement – guidelines for enhancing transparency, accountability and integrity by effective use of new technologies. Joint activity with e-government</p> <p>2. Lobbying – Principles to support governance arrangements for transparency and accountability in lobbying.</p> <p>3. Post-public employment – handbook on effective measures to avoid conflict of interest after leaving public office.</p> <p>4. Political administrative interface: handbook on effective measures to ensure integrity at the political-administrative interface. Joint activity with Public sector management and employment.</p>	<p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p>
<p><b><i>Country reviews</i></b></p> <p>1. Country reviews as demand arises</p>	<p>High</p>



E-government	Level of resources
<p><b>Policy context</b></p> <p>Countries are seeking information on how e-government can support a transformation agenda. E-Government is not an end in itself, but a tool for the transformation of the public administration. It can be used to make processes more efficient, to enable the re-engineering of processes by allowing individuals and groups to work together in new ways regardless of institutional boundaries, and to allow new actors to participate in the elaboration of public policy and in the delivery of services. In doing so, e-government plays an important role in governments' efforts to strengthen trust with citizens by improving and simplifying services, making government more open, and meeting the public trust through the more efficient use of public resources.</p>	
<p><b>Data</b> (would contribute to the cross-cutting project on <b>comparative country data</b>)</p> <ol style="list-style-type: none"> <li>1. Benchmarking e-government expenditures: methodology on quantifying e-government spending and framework for collecting data on e-government spending in OECD countries through existing budget processes/mechanisms.</li> <li>2. Service take-up : Indicators on usage of E-Government Services: data and analysis on electronic service take-up by households and businesses (using data collected by national statistical offices)</li> </ol>	<p>High</p> <p>Medium</p>
<p><b>Policy work</b></p> <ol style="list-style-type: none"> <li>1. E procurement – guidelines for enhancing transparency, accountability and integrity by effective use of new technologies. Joint activity with Promoting integrity and preventing corruption.</li> <li>2. Recommendations for improving service take-up: Handbook on increasing usage of E-Government services: recommendations on improving take-up drawing from the analysis of good practices on user analysis, service design, and marketing (would contribute to cross-cutting activity on <b>open and inclusive policy making</b>).</li> <li>3. E-government: partnerships across levels of government: Report on mechanisms to institutionalize collaboration including on financing (would contribute to the cross-cutting activity on <b>decentralisation/multi-level governance</b>)</li> </ol>	<p>Medium</p> <p>High</p> <p>Medium</p>
<p><b>Country reviews</b></p> <ol style="list-style-type: none"> <li>1. Country reviews on e-government / peer review reports including recommendations for improvement</li> </ol>	<p>High</p>

Decision making in government	Level of resources
<p><b><i>Policy context</i></b></p> <p>Political decision makers need support from Centres of Government if they are to promote effective, coherent and forward-looking public policies. The Network of Senior Officials from Centres of Government (CoG) gathers Senior Officials responsible for the Centre of Government in each OECD member country (e.g. Heads of Prime Minister’s Offices, Cabinet Secretaries and Secretaries-General of the Government). The aim of the activity is to:</p> <ul style="list-style-type: none"> <li>• identify emerging policy issues facing political decision makers in OECD Member countries;</li> <li>• develop common solutions to shared governance challenges;</li> <li>• strengthen the capacity of Centres of Government to design, promote and oversee implementation of public policies at the central government level.</li> </ul>	
<p><b><i>Policy work</i></b></p> <p>1. A set of background papers on specific in-depth aspects of the PGC work programme, in line with the concerns of Centres of Government, identifying the strengths and weaknesses of current decision-making processes at the centre and suggesting policy lessons and practical measures</p>	<p>High</p>

## **Global relations and work on public governance**

13. Global relations work is an integral part of the PGC's programme of work and budget; this will be clearly reflected in the draft programme to be presented to the Committee at its 33<sup>rd</sup> session. However, to facilitate discussions at this stage, global relations activities have been grouped together below.

### ***Governance and public sector modernisation in non-member countries***

14. Improving public governance and public sector modernisation is now well recognised as a pre-condition to development, economic growth and job creation. Poor public service delivery, corruption, poor regulatory systems, inefficient and overstuffed civil services, have to be addressed before countries can benefit from globalisation.

15. An OECD programme of global relations on public governance is of benefit to all parties. On the one hand, improving public governance in non-member countries helps them to reach development goals. On the other, improving non-member countries' regulatory systems, decreasing public sector corruption, or cutting red tape and administrative barriers helps OECD countries in regard to their trade and investment interests.

16. The OECD demand for public governance work in non-member countries is reflected in the extensive and growing voluntary contributions from OECD countries to GOV outreach programmes. The Good Governance for Development (GfD) in Arab Countries Initiative, for example, is funded by voluntary contributions from 11 OECD member countries. The very sizable SIGMA programme is mostly funded by the EU.

## **Proposals for future activities**

### ***China***

17. The China Governance Programme, launched in 2003, provides the analytic underpinning to OECD-China policy dialogue. It covers ten key policy sectors, and also reviews overall policy integration. It has led to a recent major and well-received publication. Current work is building on this dialogue, responding to government interest in reviews regulatory reform and multi-level governance

#### *Proposals for 2007/8:*

- Regulatory reform review: assisting the shift from direct administration to regulatory governance
- One or several territorial reviews: responding to government requests for assistance in multilevel governance and territorial development policies.
- Focused policy dialogue: responding to government requests for assistance in a review of China's ethics infrastructure, and concerning aspects of public sector modernisation (budgeting, introduction of e-government, human resource management).

### ***MENA***

18. The Good Governance for Development (GfD) Initiative is contributing to the modernization of public governance in the Middle East and North Africa (MENA). The Initiative is an innovative regional collaboration between Arab countries and supported by cooperation with OECD countries on core institutional reforms. Current work is facilitating the preparation by countries of national action plans for

policy and institutional reforms, which are to be presented at a ministerial level meeting in Charm-el-Sheikh in May 2006.

*Proposals for 2007/8:*

- Strategic road-maps for implementation and monitoring: providing assistance in implementation of national action plans through policy dialogue and through coordination of bilateral assistance
- Establishment of a monitoring system to track progress.

### ***Russia***

19. The regulatory reform review for Russia has provided the analysis and recommendations to address the need to develop and strengthen the capacity of state institutions. Current follow-up work is helping Russia create the conditions for good regulatory policy-making, including, at the request of the Russian Federation, a review of the policy options for restructuring the senior civil service.

*Proposals for 2007/8:*

- Focused policy dialogue: responding to government requests for assistance in administrative and civil service reform, and in restructuring of relationships among federal, regional and local governments.
- Workshops on best practice: assisting in developing benchmarks for regulatory quality, administrative reform and for more efficient intergovernmental relationships

### **SIGMA**

20. The SIGMA programme was created in 1992 and is governed by Conventions between the EU and the OECD. The programme provides support to Central and Eastern European partner countries in their efforts to modernise public governance systems. This support includes: assessing reform progress and identifying priorities; assisting in the process of institution-building and setting up legal frameworks; and facilitating assistance from the EU and other donors by helping to design projects and implement action plans. Currently, in addition to the continuing work on the EU accession candidates, important work is underway concerning Turkey and Russia.

*Proposals for 2007/8:*

- Target countries to include the full list of the partners of the new European Neighbourhood Policy framework including the Mediterranean Rim.

### **Global Fora**

21. The Global Forum on Governance provides an opportunity for cutting edge policy-dialogue with non-members, going beyond the coverage of country and regional programmes. The Global Forum on integrity and procurement has made a key contribution to improving transparency and efficiency in procurement jointly with DAF. In parallel, other similar developments include the OECD non-member Senior Budget Officials' networks have a long track record of bringing senior budget officials together addressing key budget policy challenges. Similarly, the APEC-OECD Co-operative Initiative on regulatory Reform was launched in Singapore in 2001, providing a forum for policy dialogue in a joint

APEC and OECD framework. It has recently met in Korea to promote the use of the integrated APEC-OECD checklist on regulatory reform.

*Proposals for 2007/8:*

- Prepare proposals for Global Fora on key issues: risk areas in procurement, other public-private sector interface risk areas
- Launch of the OECD Open Government Hub
- SBO non-member dialogue and country reviews on budgeting
- Regulatory reform reviews and implementation of the APEC-OECD Integrated Checklist, and regulatory impact assessment handbook

### ***India and Brazil***

22. Work with these countries has not been as broadly based as in other programmes, except SBO activities in Latin America and a budgetary review in Brazil and Chile.

*Proposals for 2007/8:*

- Initiate broader programme for India and Brazil, responding to government requests: best practice workshops, peer reviews.

ANNEX 1: OUTPUT RESULTS FROM 2005/6

2005-6 PROGRAMME OF WORK AND BUDGET

Output 4.3.1 - Governance and Management of Public Institutions and Resources

Activity	1st Q 2005	2nd Q 2005	3rd Q 2005	4th Q 2005	1st Q 2006	2nd Q 2006	3rd Q 2006	4th Q 2006
Reports on Public Budgeting And Expenditure		Budgeting for the Longer Term		Subsidies and Grants	Reallocation	Accountability and Control		Performance budgeting
		Comparative Budget laws				Expenditure across levels of government		Tools for central resource Management
						Market type Mechanisms		Non tax revenue
	3-4 publications of the OECD Journal on Budgeting per year							
	1-2 peer reviews of country budget systems per year							

**Output 4.3.1 - Governance and Management of Public Institutions and Resources**

Activity	1st Q 2005	2nd Q 2005	3rd Q 2005	4th Q 2005	1st Q 2006	2nd Q 2006	3rd Q 2006	4th Q 2006
<b>OECD Public Employment : Assessing Capacity and Efficiency</b>				Revise and launch statistical database on public sector pay and employment  HRMWP meeting to include: 1. Review of strategic management issues 2. Review of feasibility of improved pay and employment data collection	Revise database on public employment management and systems	Final report on public employment indicators  Final report on 1. Public service pensions 2. Responses to ageing	1 or 2 additional topical studies	<b>Report on OECD public employment : assessing capacity and efficiency</b>
<b>Key Indicators of comparative government and of efficient public services</b>			Expert group on government statistics and indicators	Virtual group on measuring performance and impact.  <b>Feasibility Report on Government wide indicators (including a review of existing statistical information and international indicators on government)</b>			<b>Report on Measuring Performance and Impact</b>	<b>Reports on sub-fields of comparative government data and indicators</b>

**Output 4.3.1 - Governance and Management of Public Institutions and Resources**

Activity	1st Q 2005	2nd Q 2005	3rd Q 2005	4th Q 2005	1st Q 2006	2nd Q 2006	3rd Q 2006	4th Q 2006
IT enabled transformation for better effectiveness				Finalisation of one national review				Report on information sharing and transformation  Report on assessing e-government costs and benefits  2 Peer reviews of national initiatives
	Policy dialogue and peer reviews with non-member countries							
Preventing corruption and promoting integrity in the public service			Database on legal / institutional policy framework	Database on public procurement  Paper identifying good practices  Questionnaire on application of guidelines	Expert meeting	Progress report on implementing the OECD guidelines for managing conflict of interest	Expert meeting	Report on preventing corruption in public procurement  Inventory of effective policy instruments for public interest disclosure
	Policy Dialogue and peer review in Russia, South East Europe and Latin America							



**Output 4.3.1 - Governance and Management of Public Institutions and Resources**

Activity	1st Q 2005	2nd Q 2005	3rd Q 2005	4th Q 2005	1st Q 2006	2nd Q 2006	3rd Q 2006	4th Q 2006
<b>Changing Decision Rights Amongst Levels of Government</b>								<b>Final Report</b>
<b>Organisation of decision-making</b>				CoG  Country data on the structure and functions of the centre of government <b>Report on the organisation of decision-making</b>				CoG  Country data on the structure and functions of the centre of government <b>Report on the organisation of decision-making</b>
<b>Global Forum on Governance</b>				Budgeting Regional networks : Asia, Latin America, Africa, Central Eastern Europe  Guiding principles for e-government leaders  advocating an assessment framework for promoting integrity and preventing corruption in the public sector				Regional networks : Asia, Latin America, Africa, Central Eastern Europe  Guiding principles for e-government leaders  advocating an assessment framework for promoting integrity and preventing corruption in the public sector

**Output 4.3.1 - Governance and Management of Public Institutions and Resources**

Activity	1st Q 2005	2nd Q 2005	3rd Q 2005	4th Q 2005	1st Q 2006	2nd Q 2006	3rd Q 2006	4th Q 2006
China				Analytical Reports and Policy Dialogue on : <b>Improving Regulatory Capacities and Modernising Institutional Structures ; and</b>				Analytical Reports and Policy Dialogue on : <b>Improving Regulatory Capacities and Modernising Institutional Structures ; and</b>
				Promoting Integrity, Budget and accountability mechanisms				Promoting Integrity, Budget and accountability mechanisms
Public Governance reform in the MENA region	3 year programme							
OECD/NEPAD Public Management Benchmarking partnerships	3 year programme							
Meeting of the Public Governance Committee at Ministerial Level				Ministerial				

**Output 4.2.3 - Regulatory Reform**

Activity	1st Q 2005	2nd Q 2005	3rd Q 2005	4th Q 2005	1st Q 2006	2nd Q 2006	3rd Q 2006	4th Q 2006
<b>Reducing Administrative Burdens</b>				<b>Report on reducing administrative burdens</b>				
<b>Red Tape Scoreboard</b>		Methodology	Exploratory report	Trial Survey				Survey of countries <b>Red Tape Scoreboard</b>
<b>Indicators of Regulatory Performance (shown as an intermediate input into reports on key indicators - output area 4.3.1)</b>								
<b>Analytical Regulatory Framework</b>						<b>Extension to Analytical Regulatory Framework to Service Sectors</b>		
<b>Governance for high-quality regulation</b>							<b>Report on governance for high-quality regulation</b>	
<b>Alternatives to Regulation</b>		Pilot Study		<b>Report on Alternatives to Regulation</b>				
<b>Regulatory Impact Analysis</b>				<b>Handbook</b>				

**Output 4.2.3 - Regulatory Reform**

Activity	1st Q 2005	2nd Q 2005	3rd Q 2005	4th Q 2005	1st Q 2006	2nd Q 2006	3rd Q 2006	4th Q 2006
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Horizontal Programme on Regulatory Reform

1997 Principles		Report to Council						
SGRP		Meeting - Structural indicators of market regulation and country based review and monitoring		Meeting - new roles in public service delivery for the state and the private sector		Meeting - Alternatives to regulation		Meeting - Public Private partnerships for large infrastructure projects
Peer review of country performance				1 monitoring and 2 national (Swiss, Russia)				1 monitoring and 1 national

**Outreach**

Global Forum on Governance, regulatory reform				Improving market frameworks in the provision of publicly guaranteed services				Cross border issues on the frontiers of the OECD
Russia, SEE				report on regulatory reform and multi level governance		report to assess options for strengthening evaluation, transparency and consultation in regulatory policymaking in Russia		Regulatory policy and design of regulatory institutions

**ANNEX 2: TIMETABLE FOR PREPARATION OF 2007/8 PROGRAMME OF WORK**

<b>Date</b>	<b>Action</b>
February 20	Meeting of the Enlarged Bureau of the PGC (OECD headquarters, Paris) to discuss draft programme of work for 2007/8
February-March	Secretariat revises draft programme in line with country comments
April 6-7	33 <sup>rd</sup> Session of the PGC – discussion and approval of 2007/8 work programme
June	<ul style="list-style-type: none"> <li>• Secretary-General submits draft programme to Budget Committee</li> <li>• Secretary-General issues biennial budget overview paper</li> </ul>
End-July	Based on Budget Committee recommendations, Council provides guidance on top-down priorities and confirm parameters for 2007/8 envelope
September-November	Preparation of formal draft programme of work and budget
December 2006	Council approves 2007/8 programme of work and budget

## ANNEX 3: INDICATION OF LEVEL OF INTEREST

23. Please indicate, for each activity, your country's level of interest and return to the Secretariat by **1<sup>st</sup> March**. This informal exercise will help the Secretariat prepare a draft Programme of Work and Budget for presentation to the Committee at its 33<sup>rd</sup> session.

Activity	Level of interest		
	Low	Med.	High
<b><i>Cross-cutting activities</i></b>			
Symposium and report on Open and inclusive policy making			
Symposium and report on Risk management			
Symposium and report on Multi-level governance			
Managing in government: Comparative country data			
<b><i>Activities in main substantive areas</i></b>			
Technical improvements in the quality of data on public employment.			
Updated management and employment surveys			
New data on coordination of HRM policies across levels of government and arrangements for determining pay and conditions			
"State of the public service"			
Review of pay negotiation structures and practices			
Review of options for ensuring merit in politically-appointed staff			
Choices of contractual arrangements for very senior civil servants			
Central government approaches for improving public employment and management in sub-national governments			
Managing management reforms: sequencing and pacing change from the centre.			
Country reviews on public employment and management			
OECD Database on Budget Practices and Procedures			
Better budgeting for fiscal risks			
Integrating performance information in the budget process			
Potential benefits and problems of using public-private partnerships			
New creative accounting techniques, such as refundable tax credits			
Leading-edge arrangements, systems, and instruments for the effective and efficient allocation of resources			
Detailed reviews of specific country budget processes			
Indicators on regulatory quality			
Risk and regulation			
A comparative study on public services, public-private interface and regulation			
Reducing administrative burdens			
Decentralisation – multi-level regulatory capacity			
Comparative study of regulatory impact assessment			
Reviews of regulatory reform			
Developing credible data on integrity			
Guidelines for enhancing transparency, accountability and integrity by effective use of e-procurement			
Lobbying -- Principles to support transparency and accountability.			

	Low	Med.	High
Post-public employment -- handbook on effective measures			
Political administrative interface -- handbook on effective measures			
Country reviews on integrity			
Benchmarking e-government expenditures			
Measuring take-up of e-government services			
Improving service take-up			
E-government: partnerships across levels of government			
Country reviews on e-government			
Handbook for evaluating public participation			
Decision making in government			
<b><i>Global relations activities</i></b>			
China – Regulatory reform review			
China – Policy dialogue on multi-level governance			
China – Policy dialogue and review of China's ethics infrastructure			
MENA – Strategic road-maps for implementation and monitoring			
Russia – Policy dialogue and workshops for best practice on: benchmarks for regulatory quality, administrative and civil service reform, restructuring			
SIGMA			
Global Forum on integrity and procurement			
OECD Open Government Hub			
SBO non-member dialogue			
Regulatory reform reviews, APEC-OECD Integrated Checklist and RIA handbook			
India – Best practice workshops, peer reviews			
Brazil – Best practice workshops, peer reviews			