

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

Proposal for the Renewal of the PGC Mandate, 2015-2019

49th session of the Public Governance Committee

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This document is submitted as reference for the discussion on the renewal of the mandate of the Public Governance Committee.

Delegates to the Public Governance Committee are invited to COMMENT on the draft revised mandate and to NOTE the next steps in the review of the sub-structure of the Public Governance Committee.

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1. The current mandate for the Public Governance Committee (hereafter the “PGC”), last revised in 2009, expires on 31 December 2014 [[C\(2009\)170](#)]. As a result, the PGC is invited to prepare a proposal to be submitted to Council for a mandate for the next five years which will be discussed during its 1-2 April 2014 meeting. This revised mandate will provide an opportunity for the PGC to build on its achievements, including the Ministerial Meeting held in Venice in 2010, and to go further in meeting emerging challenges and broad strategic goals.

2. The discussion on the draft revised mandate will also offer a framework to give strategic directions for the implementation of the 2015-16 Programme of Work and Budget, which will be discussed at the same meeting. In this context, as per Rule 21 c) of the Rules of Procedure of the Organisation,¹ the PGC will also be invited to undertake an evaluation of the continuing relevance of its substructure. For that purpose, it is proposed to set up a task force, led by one of the members of the Bureau, to review the substructure of the PGC, in consultation with the Chairs of the PGC’s sub-bodies, including its networks. In order to allow for delegates to provide comments, an introduction to the current substructure of the PGC is presented in Annex III. Following the discussion at the next PGC meeting in April, a draft revised Mandate will be presented to Delegates for approval by written procedure and transmission to Council.

3. Level-I Committees are subject to the In Depth Evaluation (hereafter “IDE”) process, as was the case for PGC in 2010. While the IDE can provide critical contributions for the review of the substructure and mandate renewals, the next IDE of the PGC is scheduled to take place starting in the first half of 2015. Given the time frame, the results are likely to be available late in 2016. The PGC might revisit its mandate or substructure in the course of the next five years, should the results of the IDE so warrant. [[GOV/PGC\(2010\)14](#)]

4. Delegates are invited to:

- **COMMENT** on the draft revised mandate
- **NOTE** the next steps in the review of the sub-structure of the PGC

1 . Rule 21 c) of the OECD Rules of Procedure: “Prior to renewal of their own mandate, committees or subsidiary bodies established by Council shall undertake an evaluation of the continuing relevance of their own substructure and submit to Council its results together with the proposed renewal.”

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PROPOSAL FOR THE RENEWAL OF THE PGC MANDATE 2015-2019

The new context: what has changed?

5. The context in 2014 differs markedly from the one in 2009 in several critical respects, which were highlighted by Ms. Katju Holkeri, as PGC Chair, during the last dialogue with Council held in 2012. These elements are:

- The need to implement the mandate received from Ministers during the November 2010 Ministerial held in Venice under the title “*The Call for Innovative and Open Government*”: At that time, Ministers invited the OECD and the PGC to support their efforts by:

“Providing evidence on government performance, Fostering a more efficient, effective and innovative public sector, Offering guidance for strengthening trust, openness and integrity, supporting a whole of government perspective through strategic co-ordination and policy coherence” [Communiqué, Ministerial Meeting of the PGC, Venice 2010].

- The critical importance of public governance which was already recognised in the 2011 Secretary General’s Strategic Orientations, in particular the emphasis on “Go Institutional” and the subsequent guidance for the 2013-14 PWB:

“At this critical juncture, the OECD will need to reinforce its work on public governance to drive real change in the public sector. Facing all these challenges will require more strategic, effective and forward-looking governments...”[C/MIN(2011)1].

As restoring confidence is one of the key policy priorities in Member and Partner Countries, we will need to address institutional questions for governments and markets (“Go Institutional”) (open government, government effectiveness and efficiency, political process, regulatory framework for markets, decentralisation and regional policies [Guidance of the Secretary General, 2013-14 PWB, [GOV/PGC\(2014\)12](#)].

- The structural role of the trust agenda, which is consistent with the visibility that this theme had in the 2005 PGC Meeting held in Rotterdam and the 2010 PGC Meeting held in Venice, and which was fully acknowledged by the OECD at the 2013 Ministerial Council Meeting (MCM):

Ministers reaffirm their commitment to rebuilding trust in governments, markets and institutions, strengthening financial regulation, combating corruption, promoting open government, and ensuring transparency in policy making, [MCM Statement 2013].

Ministers welcomed the Agenda on “Trust in Government: Evidence, Policies and Decision Making” and called on the OECD to strengthen its efforts in this area, building on existing OECD work on integrity and governance“ [Chair’s summary MCM 2013].

6. The increased quality and impact of the PGC outputs testify to the importance and the growing relevance of its work, for the Organisation as a whole.

Key achievements of the current mandate

7. The PGC has achieved a number of key results in the context of its current mandate:
 - It has established itself as a key platform for building and maintaining a source of evidence on the public sector, through three consecutive editions of *Government at a Glance*, which has become the second most widely downloaded OECD publication.
 - Its work on restoring public finances in 2011-12 has played a decisive role to inform countries efforts to respond to the consequences of the global financing crisis, and to restore the sustainability of public finances.
 - It has pioneered work on public sector innovation, through the Observatory on Public Sector Innovation (hereafter “OPSI”), and through a set of thematic studies on partnering with citizens and civil society to deliver better public services, on Mobile Government and Open Data. In addition, its work on Public Sector Human Resource Management provides a critical frame of reference for modernising the public service in many countries and building the necessary capacity.
 - Through its public governance and thematic reviews, the OECD is now helping to make a difference at national level, informing critical national debates, highlighting the role of centers of government, or of core issues such as public procurement for well-being innovation and growth.
 - It has established itself as a growing source of global standards of reference for public sector, including through its instruments on public sector integrity, public and private partnerships.
 - Its work on risk, which pioneered in 2011 through the study on Future Global Shocks, has resulted in a wealth of thematic studies on strategic crisis management, national risk assessment, risk and crisis communication, and finally the proposed draft Recommendation on the Governance of Critical Risks, to be approved by the PGC at its 1-2 April 2014 meeting for its transmission for adoption by Council in the context of the 2014 MCM.
 - It has helped to position the OECD as a leading global platform for governance, with key insights into the OECD governance strategy, and a critical role for PGC global networks, through its work with the Senior Budgeting Officials regional networks, its involvement in the Middle East and North Africa (MENA programme), and its growing relevance for countries in South East Asia and in Latin America.

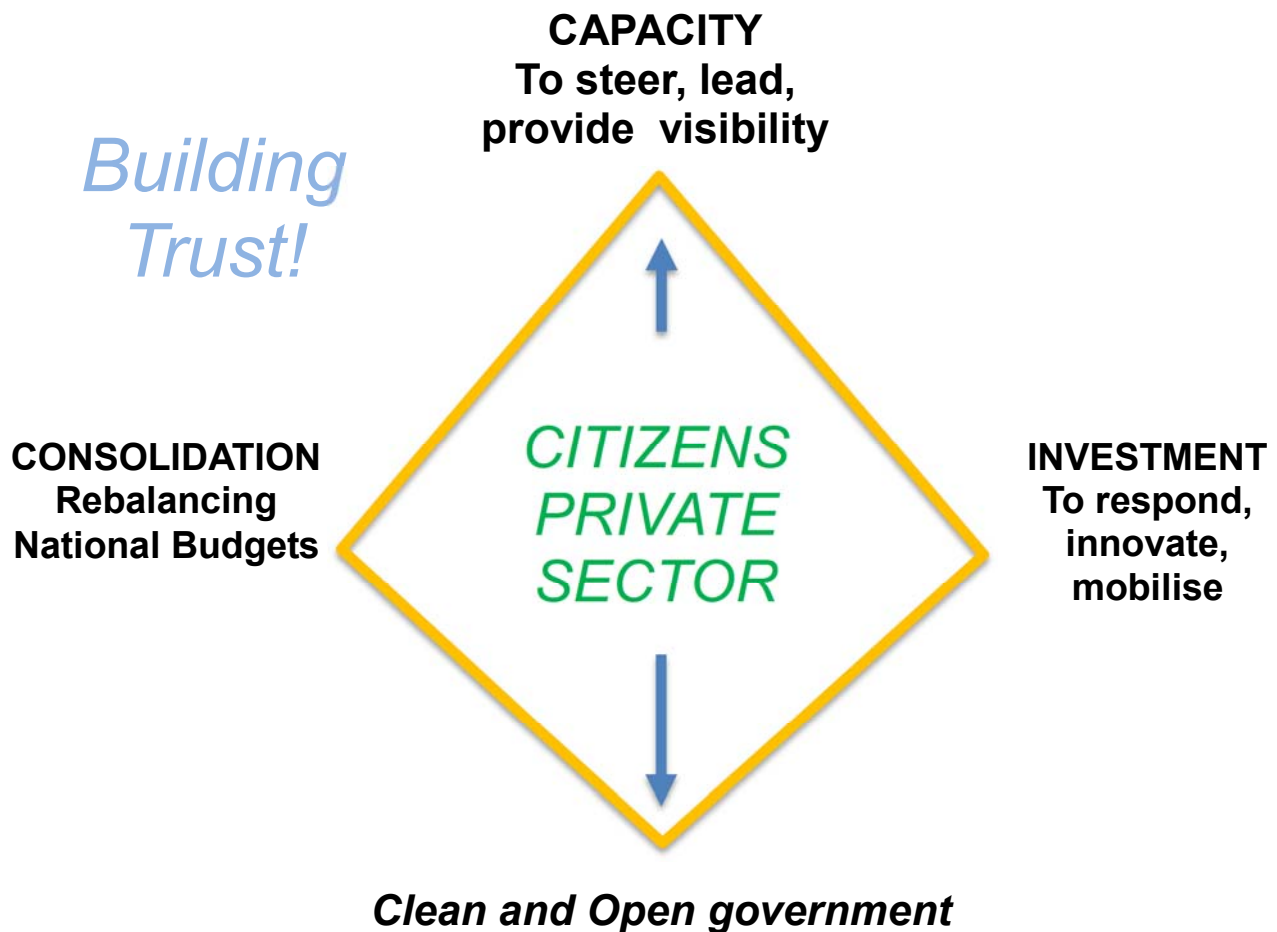
Key themes of the next mandate

8. The draft revised mandate is framed to position the PGC to respond to the key challenges that arise in supporting a “Go Institutional” approach. These are highlighted by the chart below.
9. The draft revised mandate is aimed at reflecting the new frame and the way that the PGC supports countries through:
 - Measuring Performance (including through Government at a Glance, GAAG);
 - Identifying and leveraging innovation (including through OPSI);
 - Setting Global Standards (for example on Public Procurement, Conflict of Interest, Lobbying, Public Private Partnerships, Critical Risks, Digital Governance).

- Providing tailored advice and supporting policy implementation (including through its Integrated Public Governance Reviews, thematic reviews and regional programmes).

10. This requires a new framing of the issues which is the intent of the draft revised mandate. The lens of “trust”, which has helped to revisit some of the PGC activities, provides a key angle to analyse the role of governance for well-being. It helps to identify the role of public governance policy levers in overall government strategies to restore trust.

Figure 1. The challenges in "Going Institutional"



Looking forward

11. This draft revised mandate provides an opportunity for the PGC to focus on its key strategic priorities, including its work on some of the core focus its action, including its work on:

- ***Improving capacity for policy making***, for example through a toolkit as proposed for the 2015-16 PWB ([GOV/PGC\(2014\)6](#)), and through furthering the investment in the OPSI, and public sector skills;
- ***Building the evidence to deliver public value***, and in particular through the publication Government at a Glance;
- ***Supporting inclusive and resilient growth***.

12. The proposed revised mandate also fully acknowledges the trust dimension, which is relevant for many of the PGC future activities in mainstreaming the New Approaches to Economic Challenges (hereafter “NAEC”) agenda. It also fully acknowledges the role of the activity on risk, which is receiving increased political visibility, as well as the emphasis of the budgeting work on fiscal sustainability. Finally, this proposed mandate would fully equip the PGC to continue to play an active role in the context of implementing the OECD Development Strategy, furthering global dialogue on public governance issues.

ANNEX I. PROPOSED REVISED MANDATE OF THE PUBLIC GOVERNANCE COMMITTEE

THE COUNCIL,

Having regard to Articles 1 and 2 of the Convention on the Organisation for Economic Co-operation and Development of 14 December 1960;

Having regard to the Resolution of the Council amending the name and the Mandate of the Technical Co-operation Committee of 23 June 1989 [C(89)92(Final)], the mandate renewal resolutions of 23 June 1994 [[C\(94\)125/FINAL](#)], 9 December 1999 [[C\(99\)175/FINAL](#)], and 6 July 2004 [[C\(2004\)116](#)], and the Resolution of the Council amending the name of the Public Management Committee of 15 January 2004 [document [C\(2003\)206](#) and [C/M\(2004\)1](#)], last renewed in 2009 [[C\(2009\)170](#)];

Having regard to the Rules of Procedure of the Organisation;

Having regard to the Resolution of the Council on Partnerships in OECD Bodies [[C\(2012\)100/FINAL](#)];

Having regard to the Ministerial Council Statement of the 2013 OECD Ministerial meeting, where Ministers reaffirmed their commitment to rebuilding trust in governments, markets and institutions, strengthening financial regulation, combating corruption, promoting open government, and ensuring transparency in policy making, and the corresponding Chair's summary where "Ministers welcomed the Agenda on *"Trust in Government: Evidence, Policies and Decision Making"* and called on the OECD to strengthen its efforts in this area, building on existing OECD work on integrity and governance" ([C/M\(2013\)12](#)).

Having regard to the recommendations of the In-depth Evaluation of the Public Governance Committee [[C\(2009\)35](#) and CORR2];

Recognising the crucial importance of good public governance for creating the conditions for inclusive growth, raising trust in public institutions, helping to build resilient economies, improving people's well-being, fostering core public values, strengthening pluralistic democracy and sustaining the rule of law;

Recognising the need for strategic direction and fiscal sustainability in a global and interconnected world economy, and to face unprecedented pressures, including the challenges of climate and long term societal change;

Recognising the critical roles of sound strategic governance frameworks and the need to ensure cross sectoral policy co-ordination, skills and capacity in the public sector, and to seize the potential of digital technologies;

Recognising the contribution of the public sector to the economy, including realising the potential of public sector innovation for improved problem solving, greater efficiency and productivity, better quality of service to citizens;

Recognising the challenges of policy implementation, to ensure that public governance reforms and innovations are practical, context-dependent and country-specific, addressing the same long-term goals;

Recognising the shared interest for governance in development as a mutually beneficial investment for all countries;

Considering the Communiqué from the Ministerial Meeting of the Public Governance Committee, *The Call for Innovative and Open Government*, held in Venice in 2010;

Having regard to the proposed revision of the mandate of the Public Governance Committee [C(2014)XX];

DECIDES:

A. The Public Governance Committee is renewed with the following revised mandate:

I. Objectives

- a) The objective of the Public Governance Committee is to assist countries in designing and implementing strategic, evidence-based and innovative policies to strengthen public governance, responding to economic, social and environmental challenges, and delivering on government's commitments to citizens.
- b) The intermediary objectives of the Committee include:
 - i) identifying the current and emerging strategic public governance challenges that governments face,
 - ii) creating the conditions for inclusive growth and resilient economies taking into account fiscal constraints;
 - iii) assisting countries in strengthening policy making through greater steering capacity, based on a whole-of-government approach and grounded in the core values of the public sector;
 - iv) helping governments in developing an effective, efficient and responsive public sector, including developing necessary skills, fostering innovation, and making the most of new technologies;
 - v) offering guidance for strengthening trust, openness, transparency and integrity, engaging with citizens and civil society and strengthening the capacity to manage critical risks;
 - vi) establishing standards of good public governance and assessing the performance of countries' public sectors through peer reviews;
 - vii) building and maintaining a body of robust quantitative and qualitative data and indicators on public sector inputs, processes, outputs, outcomes and performance, for carrying out comparative evidence-based analysis;
 - viii) promoting a platform for open policy dialogue within the public sector, engaging with relevant stakeholders, including citizens, the private sector, parliaments and international organisations, and engaging with Members and non-Members on a global dialogue on the role of governance in development.

II. Co-operation arrangements

- a) The Committee shall co-operate with other OECD committees on matters related to public governance and participate in horizontal activities.
- b) The Committee will in particular seek close co-operation with the other Committees, served by the same Directorate.
- c) The Committee shall keep itself informed of the activities related to public governance and management carried out in other international organisations. It will promote and develop, as practicable, partnerships with these organisations and seek to ensure effective complementarities while avoiding undue duplication with other international organisations as appropriate.
- d) The Committee shall consider the views and input of BIAC, TUAC and other major stakeholders in the field of public governance.
- e) The Committee shall encourage participation by non-Members in the Committee's work and shall engage in cooperation activities of mutual benefit with non-Members, either individually or through regional networks.

B. The mandate of the Public Governance Committee shall remain in force until 31 December 2019.

ANNEX II. CURRENT MANDATE OF THE PUBLIC GOVERNANCE COMMITTEE

Resolution of the Council [[C/M\(2009\)23](#), Item 316, and [C\(2009\)170](#)]

THE COUNCIL,

Having regard to Articles 1 and 2 of the Convention on the Organisation for Economic Co-operation and Development of 14th December 1960;

Having regard to the Resolution of the Council amending the name and the Mandate of the Technical Co-operation Committee of 23 June 1989 [C(89)92(Final)], the mandate renewal resolutions of 23 June 1994 [C(94)125/Final], 9 December 1999 [C(99)175/Final], and 6 July 2004 [[C\(2004\)116](#)], and the Resolution of the Council amending the name of the Public Management Committee of 15 January 2004 [document [C\(2003\)206](#) and [C/M\(2004\)1](#)];

Having regard to the Rules of Procedure of the Organisation;

Having regard to the recommendations of the In-depth Evaluation of the Public Governance Committee [[C\(2009\)35](#) and CORR2];

Having regard to the proposed revision of the mandate of the Public Governance Committee [[C\(2009\)170](#)];

Recognising that globalisation and global challenges such as climate change and societal change are strengthening the need for improved governance at supranational, national and sub-national level;

Recognising the importance of good public governance for creating a stronger, cleaner and fairer economy, and as an essential element in strengthening pluralistic democracy, promoting sustainable development, maintaining confidence in public administration;

Recognising the importance of good public management, including budgetary and regulatory management, in ensuring policy effectiveness, economic efficiency and sound fiscal balances, and in maximising the quality of, and programme results achieved with, government expenditure;

Recognising that public governance reforms and innovations are and must be context-dependent and country-specific, dealing with different situations but aiming at the same long-term goals;

Recognising the interest of non-Members in sharing OECD values and experience in enhancing public governance;

Considering the central role of public governance as both an agent for achieving structural adjustment and international competitiveness, and a subject for innovation itself;

Considering the statement of the Public Governance Committee on the PGC Mandate [[GOV/PGC\(2009\)5/REV2](#)] which sets out how PGC will contribute to the economic and social policy objectives of Member countries;

DECIDES:

A. The Public Governance Committee has the following mandate:

I. Objectives

a) The objective of the Public Governance Committee is to assist countries in building and strengthening future capacity for designing, implementing and assessing adaptive, innovative, anticipatory and citizen-focussed public policies, institutions and services.

b) The intermediary objectives of the Committee include:

i) identifying the current and emerging strategic public governance challenges that governments face, including in a context of global crisis;

- ii) assisting countries in developing and delivering public policies based on a whole-of-government approach and grounded in the core values of the public sector;
- iii) assisting countries in designing and implementing coherent and effective public sector reform policies, including building future capability;
- iv) building and maintaining a body of robust quantitative and qualitative data and indicators on public sector inputs, processes, outputs, outcomes and performance, for carrying out comparative evidence-based analysis;
- v) assessing the performance of countries' public sectors through peer reviews;
- vi) contributing a public governance and public management perspective on critical public policy issues;
- vii) promoting and providing a forum for policy dialogue, co-operation and exchange of experience among those responsible for the public sector, as well as with other relevant stakeholders, including international organisations and institutions, and the private sector.

II. Co-operation arrangements

- a) The Committee shall co-operate with other OECD committees on matters related to public governance and participate in horizontal activities.
- b) The Committee will in particular seek close co-operation with the Regulatory Policy Committee and the Territorial Development Policy Committee, served by the same Directorate.
- c) The Committee shall keep itself informed of the activities related to public governance and management carried out in other international organisations. It will promote and develop, as practicable, partnerships with these organisations and seek to ensure effective complementarities while avoiding undue duplication with other international organisations as appropriate.
- d) The Committee shall consider the views and input of BIAC, TUAC and other major stakeholders in the field of public governance.
- e) The Committee shall encourage participation by non-Members in the Committee's work (including undertaking country reviews and contributing to Government at a Glance and thematic work) and their implementation of the Committee's recommendations and good practices.

B. The mandate of the Public Governance Committee shall remain in force until 31 December 2014.

ANNEX III. CURRENT SUB-STRUCTURE OF THE PUBLIC GOVERNANCE COMMITTEE

Current sub-structure

1. This annex presents the current sub-structure of the PGC, according to the typology approved by the Committee in 2010. In particular, the PGC Sub-structure Review ([GOV/PGC\(2010\)14](#)) had established a typology of sub-bodies, including:

- Working Parties;
- Networks, which are organised around sets of activities within the programme of work;
- Task Force which are not a sub-body.

2. The section below presents the current mandates for the existing Working Parties, which includes in a formal sense the Network of Senior Officials from Centre of Government (hereafter the “COG” and the Working Party of Senior Budget Officials (hereafter the “SBO”), and the PGC networks. The task forces are the Government at a Glance Task Force, the OPSI Task Force, and the Task Force on Charting Illicit Trade in the Context of the Risk Work.

Mandates

3. This section presents an extract of the relevant mandates of the sub-bodies of the PGC. The life-time of sub-bodies cannot be longer than that of the parent body.

Senior Officials from Centres of Government

4. The Network of Senior Officials from Centres of Government aims:

- to review issues of making the centre of national government work effectively;
- to understand decision- and policy-making systems;
- to strengthen the relations among peers in order to encourage them to exchange experiences and priorities;
- to work on broad governance issues; and
- to provide the PGC with insight and guidance on ongoing activities and future work.

Senior Budget Officials (SBO)

5. The SBO aims to improve the effectiveness and efficiency of resource allocation and management in the public sector.
6. It addresses the entire budget cycle, including budget formulation, budget approval (role of the legislature), budget implementation (management, organisational structure), and audit.
7. The SBO provides a collaborative forum for policy makers and senior officials to address major budgeting concerns, including information exchange on emerging issues, trends and challenge, as well as identifying and disseminating good practice and developing policy and analytical tools. The SBO has established separate networks (described below) for specific components of the budget cycle².
8. In support of its mission, the SBO carries out analysis and research on the full range of budgeting issues. It conducts “peer review” examinations of the budgeting systems of individual Member countries and analyses individual aspects of the budgeting system across Member countries. The SBO also maintains a comprehensive database of national budgeting practices in Member countries.
9. It recognises that the institutions for allocating, managing and accounting for public resources are fundamental to good governance, and it therefore co-operates with non-Members in order to share the results of its work, including through the maintenance of regional networks.
10. The duration of the mandate of the SBO is concurrent with that of the PGC.

Network of Parliamentary Budget Officials and Independent Fiscal Institutions (PBO)

11. The PBO supports the mandate of the SBO “to improve the effectiveness and efficiency of resource allocation and management in the public sector” by assisting the legislatures and independent fiscal institutions (independent parliamentary budget offices and fiscal councils) of Member countries to effectively play their role in the budget process [REFERENCES].
12. The PBO provides a collaborative forum to discuss substantive budgeting issues, as well as institutional arrangements for, practices of, and challenges faced by parliaments and independent fiscal institutions. It profiles new institutions and any significant changes in the mandates of older institutions, and shares information on working methods.
13. The PBO conducts research and analysis, and seeks to identify and disseminate good practices, in line with the operating methods specified in the Mandate of the SBO. Specific areas of work include:
 - Improving the working methods for scrutinising the government’s budget proposals;
 - Designing the appropriate rules and restrictions, if any, for amending the government’s budget proposal;
 - Building capacity in the design of budgeting and management reforms in Member countries;
 - Improving the working methods for holding the government to account for budget implementation; and
 - Other related activities.

²At present, there are 3 satellite networks: the Network of Parliamentary Budget Officials, the Network on Financial Management, and the Network on Performance and Results.

Network on Performance and Results (NPR)

14. The NPR supports the mandate of the SBO “to improve the effectiveness and efficiency of resource allocation and management in the public sector” by assisting Member countries to design and implement performance- and results-based budgeting and management reforms.

15. More specifically, the NPR assists Member countries and Partners in:

- Establishing mechanisms to ensure the reliability and consistency of performance and results information;
- Developing evaluation policies and processes
- Designing systems for linking performance and results information and the resource allocation process;
- Establishing accountability regimes based on performance and results information; and
- The definition of appropriate performance and results outcomes and/or outputs for the range of government activities;
- The measurement of defined outcomes and/or outputs;

16. The NPR provides a forum for senior officials and conducts research and analysis addressing the above issues in line with the operating methods specified in the Mandate of the SBO. The NPR shall provide an annual report on its activities to the SBO.

Network on Financial Management (NFM)

17. The NFM supports the mandate of the SBO “to improve the effectiveness and efficiency of resource allocation and management in the public sector” by assisting Member countries to design and implement financial management and accountability reforms.

18. More specifically, the NFM will assist Member countries and Partners in:

- The implementation of accrual-based financial reporting and budgeting systems;
- Fostering convergence in the accrual treatment of specific transactions, and liaison with the appropriate standard-setting bodies in this regard;
- Enhancing the structure and format of government financial statements;
- Establishing incentive-based cash and asset management practices;
- Adopting effective internal and external control and audit practices; and

19. The NFM provides a forum for senior officials, and conducts research and analysis addressing the above issues in line with the operating methods specified in the Mandate of the SBO. The Network shall provide an annual report on its activities to the Working Party.

Network on Public Sector Integrity (NPSI)

20. The NPSI contributes to good public governance and better policy making through transparency, accountability and integrity. In doing so, it seeks to strengthen the credibility and capacity of the institutions involved in policy making and the underlying conditions shaping the policy making process.

21. The NPSI supports the implementation of the Programme of Work and Budget of the PGC on “Open and Clean Government” and contributes to the OECD Trust Agenda and the NAEC in line with the Ministerial Council commitment to “rebuild trust in governments, markets and institutions, combating corruption, promoting open government, and ensuring transparency in policy making” [REFERENCE].

22. The NPSI provides a unique forum for exchanging first-hand experiences, good practices and lessons learned in designing and implementing integrity policies based on evidence from data and peer reviews. More specifically, it reviews issues related to risk areas at the interface between the public and private sector, including conflict of interest, lobbying, public procurement, and the role of money and influence in decision making, and transparency and accountability mechanisms, including internal and external control. It places particular emphasis in ensuring a comprehensive, dynamic approach to these policy levers that allows a better understanding of their interaction to achieve a common purpose: an inclusive policy making conducive to trust.

23. The NPSI supports the PGC in implementing and reviewing progress made in relation to the following OECD instruments:

- Recommendation of the Council on Improving Ethical Conduct in the Public Service Including Principles for Managing Ethics in the Public Service [C(1998)70];
- Recommendation of the Council on OECD Guidelines for Managing Conflict of Interest in the Public Service [[C\(2003\)107](#)];
- Recommendation of the Council on Enhancing Integrity in Public Procurement [[C\(2008\)105](#)];
- Recommendation of the Council on Principles for Transparency and Integrity in Lobbying [[C\(2010\)16](#)].

24. The NPSI has also developed methodological tool for building database on comparative practices to safeguard integrity and prevent corruption. These tools also contribute to Government at a Glance, a flagship publication and priority of the PGC.

Network on Public Employment and Management (PEM Network)

25. The PEM Network contributes to the improvement of public sector governance and in turn to sustainable economic development in member and partner countries by addressing a wide range of Public Employment and HRM challenges in government with a strategic and pragmatic focus, benefiting from the use of evidence-based policy advices and analytical tools. The goal is to contribute to a more resilient and agile public sector, as civil service systems are central to government effectiveness. This includes aspects such as strategic workforce planning, strategies to adjust the size of the public workforce, workforce reallocation, employment conditions, enhancing diversity in the public sector, acquiring the right public service competencies, the management of senior civil servants, performance management, ensuring a fair and sustainable compensation system, ensuring capacity for service delivery in the context of fiscal pressures, the role of central HRM bodies in Government and the role of unions in public employment.

26. The more recent work has focused on how governments can incorporate reforms to the public service into efforts to respond to the financial crisis, creating a stronger yet leaner public workforce. More concretely, the issues of public sector compensation, strategic workforce planning and strategic agility have been examined.

27. The compensation survey is one of the key information sources for the Secretariat's projects on public employment, productivity in the public sector, and financial sustainability under the leadership of the PEM Network for the coming years. In addition, a book on public sector compensation in times of austerity and a working paper on strategic workforce planning have been published, a study on performance-related pay (hereafter "PRP") in the public sector has been conducted and PEM country profiles have been developed presenting facts and figures on each country's public workforce.

28. The PEM Network examines public sector compensation, women in public employment, and the strategic linkages between PEM policies, public sector innovation, and e-Government policies. Additionally, a peer review of innovation in public employment and HRM policies for better service delivery has been initiated for the Dominican Republic.

29. The PEM Network provides a collaborative forum and platform for senior officials of central Government or more PEM focused bodies to foster cultural change and build a more flexible, dynamic, adaptive and forward looking workforce.

30. The PEM Network facilitates the exchange of information on emerging issues, identification of trends and dissemination of good practices. Specific ad hoc meetings of experts may be organised to discuss particular topics related to outputs in the programme of work (e.g. compensation and performance-related pay).

31. The PEM Network also builds and regularly updates a comprehensive database on strategic HRM and on public sector pay which is a key component of *Government at a Glance*.

Network on E-Government (E-Leaders)

32. E-Leaders contributes to the improvement of public sector governance in Member countries by fostering the effective and efficient use of cutting-edge technologies to promote a culture of openness, transparency and citizens' engagement in the public sector. The goal is to foster a culture of openness and facilitate better exchange of information with citizens, increasing responsiveness to societal needs and contributing to strategic and open government, to facilitate reorganization and adaptation to increase public sector agility, and to contribute to more efficient service delivery, using the dividends of modern technologies at times of fiscal consolidation. This cuts across the priority areas of the PGC for the 2013-14 Programme of Work Biennium.

33. E-Leaders seek to ensure that e-government is better integrated into the broader public sector modernization agenda. It recognizes Information and Communications Technology (hereafter "ICT") use as a contributing element to good governance and facilitates global policy dialogue and knowledge dissemination across a wide range of countries. For this purposes, it offers a collaborative forum for policy-makers and senior officials to address major e-government concerns, including identification of and information exchange on emerging issues, trends and challenges, as well as identifying and disseminating good practices and developing policy and analytical tools. In support of its mission, E-Leaders carry out analysis and research on the full range of e-government issues.

34. In terms of its working methods, E-Leaders favour a virtual approach to information exchange, relying on electronic dissemination and web-based tools. Meetings are organized only when needed either

on specific cutting edge issues, or to conduct “peer review” examinations of national e-government initiatives and to analyse individual aspects of e-government across member countries.

35. E-Leaders has also developed through electronic means a database of national e-government practices and data in member countries, which provides key contributions to the OPSI and to *Government at a Glance*.

High Level Risk Forum (HLRF)

36. The goal of the HLRF is to advance the international policy agenda for building resilience to large scale risks. This has become an important priority for governments, as they have been confronted by a series of major disruptive events and global shocks, the consequences of which have been felt across economic sectors and across borders due to knock-on effects. The HLRF provides a platform for senior policy makers and executives from government and key industries to share policy practices in terms of assessment, prevention, mitigation, response and governance of major risks. It develops standards based on identified best practice in risk management for OECD Member countries. It contributes to the core goals of governments to provide safer and better lives, and help countries to take better advantage of globalization by identifying strategies to reduce associated risks.

37. The HLRF supports the implementation of the Programme of Work and Budget of the PGC with regard to risk management policies that contribute to “Strengthening public institutions for sustainable economies” in the context of PGC’ 2013-14 PWB ([GOV/PGC\(2012\)3/REV2](#)) and contributes to the OECD Trust agenda. The risk landscape, or stock of risk, at national level is undergoing rapid change in many countries due to the interconnectivity of systems critical to the conduct of economic activity and societal well-being. Since not every risk can be fully prevented, mitigated or avoided, governments need to lead a policy process, inclusive of the private sector and civil society, to evaluate risks and determine how they should best be managed. To contend with major risks, many OECD countries recognize the need to adapt their systems from sectoral to more integrated approaches, which requires changes to existing models of governance and management. In a more interconnected world, the HLRF fosters international cooperation where collaborative action is needed to formulate optimal strategies.

38. In support of its mission, the HLRF carries out analysis and research on the full range of risk management issues, including risk identification and assessment; the development and implementation of strategies for prevention and mitigation, preparedness and response; measures to facilitate social and financial recovery, reconstruction; and policy reform for the governance of critical risks. It convenes policy makers and senior executives to act as a catalyst for the exchange of applied knowledge and policy tools. It conducts “peer review” examinations of risk management policies in countries. It produces analytical reports on what has worked well, or not, in terms of assessing, monitoring, preventing, containing, recovering from, and learning from significant disruptive events. It aims to develop a comparative understanding of national risk management practices in member countries and contributes to *Government at a Glance*. Under the current Programme of Work, its priority was to develop a draft Recommendation of the Council on the Governance of Critical Risks and underpin it with supporting materials.

39. The HLRF recognises that the handling of critical risks is of widespread interest and therefore shares the results of its work with non-Members and the private sector and coordinates closely with other international organisations, including the United Nations, and voluntary sector organisations.

Global Forum on Public Governance (Global Forum)

40. The Global Forum aims to contribute to the PGC Programme of Work outputs by fostering dialogue and network development within the thematic framework of its mandate, through a venue where Member and non-Member economies, and other stakeholders can:

- Identify and address the strategic challenges faced in modernising public governance, particularly when aiming to strengthen trust in public institutions and their capacity to adapt to new challenges;
- Generate dialogue and enhanced learning in order to achieve more coherent and effective policies, and to raise the integrity, quality and performance of public institutions and services;
- Discuss and promote key elements of a good governance framework, thereby contributing to the effectiveness, efficiency, transparency, responsiveness and accountability of public institutions.

41. The Global Forum is contributing to build consensus on such proposed cross-cutting public governance themes such as innovative policies for designing and delivering public services, citizen engagement and participation in the policy process and the governance of reforms, cutting red tape, integrity/anti-corruption, budget transparency, and human resource management.