

**PUBLIC GOVERNANCE DIRECTORATE
PUBLIC GOVERNANCE COMMITTEE**

Policy Framework on Sound Public Governance

Draft Annotated Outline

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This paper presents a draft annotated outline of an OECD Policy Framework on Sound Public Governance. The preparation of this draft was approved by Delegates at the 55th session of the Public Governance Committee (PGC 55) [GOV/PGC/M(2017)1].

The Framework aims to constitute an integrated and flexible diagnostic tool for Members and non-Members (including accession candidate countries) that would enable governments to design and implement effective approaches to public governance reforms as well as to adopt sound public governance approaches to complex policy-making.

As an easily updatable, flexible tool, the Framework will weave together a coherent, integrated vision of sound public governance using the latest OECD standards and evidence of practice, reflecting inter alia the results of the latest survey on Centres of Government [GOV/PGC/MPM(2017)3] as well as the upcoming survey on Policy Monitoring and Evaluation, also being submitted to Delegates at PGC 56 for discussion and approval [GOV/PGC(2017)29].

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POLICY FRAMEWORK ON SOUND PUBLIC GOVERNANCE: DRAFT ANNOTATED OUTLINE

1. Introduction to the Policy Framework on Sound Public Governance

1. The objective of the Policy Framework on Sound Public Governance (hereafter the Framework) is to provide governments at all levels with an integrated and flexible diagnostic tool for two purposes:

- Enable governments to design and implement *public-governance reforms* that can lead to improvements in, and the sustainability of, economic, social and environmental wellbeing for their country and its citizens.
- Define what is needed in terms of *public governance approaches for effective policy-making* so that policy design and implementation can respond effectively to complex, multidimensional challenges, ultimately leading to improved outcomes for citizens and business.

2. The Framework will consolidate this integrated narrative on public governance based on evidence derived from a decade's worth of work by the OECD in this area. It will weave together existing OECD legal instruments and tools in the area of public governance in a coherent fashion while identifying areas of work where evidence exists but new standards could be developed, such as for whole-of-government co-ordination and monitoring and evaluation.

3. Hence, this Framework aims neither to replace nor replicate existing OECD legal instruments and tools; rather, it seeks to embed them within an integrated, flexible, easily-updatable narrative on OECD best practices in public governance that will also integrate future standards in this area, including standards currently being developed (e.g. on open government; civil service capability).

4. Thus, the Framework will draw upon:

- OECD legal instruments in the area of public governance and regulatory policy falling under the purview of the Public Governance Committee and the Regulatory Policy Committee and, as appropriate, their implementation toolkits (see box. 1);
- Further evidence of practice, gathered using the findings in OECD country reviews and surveys.

- Existing indicators and measurement frameworks, such as Government at a Glance (G@G).
- Additional OECD standards in the area of public governance and public management, such as the Principles of Public Administration developed by the EU-OECD joint programme SIGMA in cooperation with the European Commission (2017).

Box 1.1. OECD legal instruments in the area of public governance and regulatory policy

- 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 Principles for Independent Fiscal Institutions [[C\(2014\)17](#)]
- Recommendation of the Council on the Governance of Critical Risks [[C/MIN\(2014\)8/FINAL](#)]
- Recommendation of the Council on Principles for Public Governance of Public-Private Partnerships [[C\(2012\)86](#)]
- Recommendation of the Council on Regulatory Policy and Governance [[C\(2012\)37](#) and [C/M\(2012\)3](#)]
- Recommendation of the Council on Principles for Transparency and Integrity in Lobbying [[C\(2010\)16](#)]
- Recommendation of the Council on OECD Guidelines for Managing Conflict of Interest in the Public Service [[C\(2003\)107](#)]
- Recommendation of the Council on Improving the Quality of Government Regulation [[C\(95\)21/FINAL](#)]

What is the added value of a Policy Framework on Sound Public Governance?

5. An *integrated* diagnostic tool can better support reform efforts to respond successfully to today's multidimensional policy challenges facing governments. In today's global interconnectedness, challenges have grown in complexity for national and subnational levels of governments: they have become multidimensional in their nature and, sometimes, global in their impact. Moreover, governments are facing these

challenges in an unprecedented context of fiscal stabilisation¹ and in an environment in which trust in government is still below pre-crisis levels² (OECD, 2017a). Consequently, traditional sector-based approaches to policy-making are increasingly less effective in improving results as they do not reflect strategic considerations from other policy sectors, nor do they incorporate practices and tools to implement integrated responses.

6. To tackle these challenges, this Framework builds upon four basic assumptions:

- First, good governance is a means to an end: meeting the needs of, and improving outcomes for, citizens. Public governance therefore should be rooted in citizen-driven policy-making; responsiveness; and accountability through effective democratic institutions.
- Second, in order to deliver meaningful results for people, governance and decision-making structures and methods need to be geared toward enabling the effective design, delivery and evaluation of innovative multidimensional responses to today's multifaceted policy challenges;
- Third, the idea of sound public governance remains incomplete if it does not evoke good governance practice in the Legislative and Judicial branches in addition to the Executive branch. Thus, despite the fact that this Framework focuses on the Executive branch, this easily-updatable tool could eventually include good practice from the other branches of government, for instance through the inclusion of practice in the area of the Open State.
- Fourth, sound governance standards can be helpful in organising effective responses in key policy areas that pose critical governance challenges but that have traditionally not been the subject of OECD advice: e.g. the governance of access to justice services, media, youth engagement in public life, security, etc.

7. Hence, this Framework considers the wide array of multi-dimensional policy challenges facing governments as a driver of the need for new approaches to governance using, for example, “systems change thinking” and behavioural insights, to designing and implementing coherent, multi-faceted policy that can effectively respond to these “wicked” issues. In so doing, it takes into account that OECD and non-OECD countries too often end up having to address these challenges using highly fragmented and siloed public administrations.

8. Policy-making is not merely (perhaps not even primarily) technical in nature; it can be deeply political, as multiple interests coexist and vie to shape the public agenda. Hence the Framework will consider the political economy of decision-making, the risks of policy capture by special interests and practice-based approaches to strengthening government's capacity to identify, promote and defend the public interest. In so doing this

¹ According to the GAG, the fiscal deficit reached -2.8% of GDP across OECD countries in 2015, up from -8.4% in 2009, as countries stabilise public finances following the financial crisis.

² Trust in government remains below pre-crisis levels. On average in OECD countries, 42% of citizens reported having confidence in their national government in 2016, compared to 45% before 2007.

Framework proposes to respond to a common concern of governments: how to tackle long-term complex challenges correctly while meeting immediate, urgent demands.

9. The Framework will thus serve as a diagnostic tool to support, *inter alia* :
- OECD Members and non-Members in self-assessing challenges, thus enabling them to engage more strategically with the OECD on their public governance reform agenda aimed at designing, implementing and evaluating institutional, administrative and structural reforms to improve outcomes for citizens and businesses, both at the national and the sub-national levels. This approach will contain both assessment and implementation advice and on-the-ground assistance to pursue reforms to improve the efficiency and effectiveness of public governance. It will include new areas of guidance/support such as change management and robust policy evaluation.
 - As an illustration, the Framework aims to support governments in translating the UN Agenda 2030 Sustainable Development Goals into national strategy and their implementation nationally and regionally in OECD Members and non-Members, by enhancing policy coherence horizontally across administrative silos and vertically between levels of government for sustainable development. The Framework, through guidance on policy reform, will support the OECD Policy Coherence for Sustainable Development initiative and the efforts to support countries in “breaking out sectoral silos and strengthening institutions to facilitate coherent, whole-of-government and integrated policy for implementation” (OECD, 2017b).
 - The integration by governments of sound public governance practices in the design and pursuit of policy reform *per se*. The Framework thus aims to enable governments *inter alia* to understand what worked, what did not and why when they engaged in substantive policy reform by, for example, identifying sound governance practices that if adopted could have improved the effectiveness of policies in cases where they did not achieve the desired outcome. In this connection the Framework also aims to serve as a broad multidisciplinary diagnostic tool to guide OECD policy advice to governments in how to design and implement policy reforms in specific policy areas.
 - Accession candidate countries in how to meet the OECD standards reflected in the PGC and RPC’s core principles on public governance as outlined in the candidate country’s Accession Roadmap and the OECD legal instruments in the area of governance falling under the purview of these two Committees, as well as on how a reform agenda based on a coherent mix of practice-based approaches can be designed and implemented to enable the accession country to move closer to OECD standards.

2. Proposed outline of the Policy Framework on Sound Public Governance

10. This section sets out the proposed outline of the Framework in six chapters:
 1. **Toward *integrated public governance*:** This introductory chapter will present the definitional elements of sound public governance. It will present the main challenges that policy makers face and the necessity to adopt an integrated approach to governance based on “systems thinking” to identify interactions and trade-off between its different areas.
 2. **The *enablers of sound public governance*:** setting a long-term vision reflecting the public interest based on robust, democratic stakeholder engagement, identifying, sequencing and managing strategic objectives and priorities that flow from this vision, and ensuring that the entire public administration works toward commonly-defined goals through effective coordination across administrative silos and between levels of government.
 3. **Toward *sound policy formulation and design*:** translating a long term vision, strategic objectives and targets into concrete plans/courses of action by creating sound governance frameworks that enable the proper anticipation and identification of policy challenges and bottlenecks and the effective mobilisation of internal and external human and financial resources/instruments for their effective allocation and deployment in pursuit of the vision and its strategic goals for the country and its citizens.
 4. **Toward *sound policy implementation and service delivery*:** developing the management, monitoring and oversight capacities to ensure quality and effectiveness in policy implementation and service delivery.
 5. **Toward *sound policy evaluation*:** assessing ongoing or completed policies to determine their relevance, fulfilment of objectives, efficiency, effectiveness, impact and sustainability; and ensuring that evaluation results feed into future policy-making.
 6. **The *values underpinning sound public governance*:** implementing integrated and coordinated strategies to build integrity, transparency, inclusiveness and citizen participation in governance and policy-making.
11. Each chapter would be no longer than fifteen pages and place special emphasis on:
 - Its multilevel administrative dimension.
 - New challenges and trends in the area.

3. Chapter outlines

12. Each chapter will have the following outline:

Box 3.1. Outline of chapters

[Title: ex. Policy formulation and design]

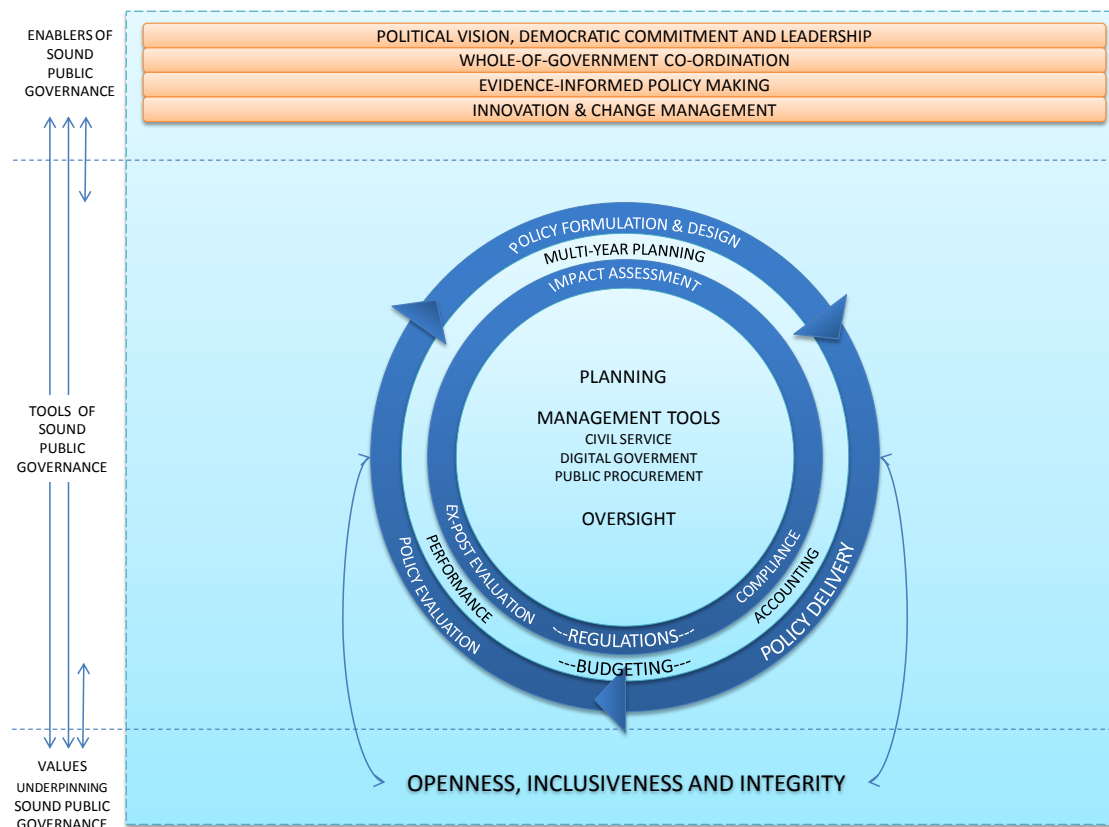
1. *Introductory paragraphs:*
 - Definition of [Policy Evaluation and design], their main elements.
 - Brief description of the challenges that governments face in the area.
 - Explanation on why these elements are relevant for sound public governance, its connection with other governance areas and the experiences of the OECD on this. (1 page max)
 - How it is addressed in existing legal instruments and tools.
2. *Priority checklist:*
 - Fundamental integrated questions that policy makers should ask to self-assess their government's capacities on the area (5 to 10 questions, depending on the chapter) (½ pages).
3. *Implementation guidance:*
 - For each fundamental question, the Framework will provide with implementation guidance based on legal instruments and tools (no more than 1 page per question). In those areas where no legal instruments exist (e.g. whole-of-government co-ordination) the Framework will highlight trends on practice based on collected data.
4. *Additional resources:*
 - A brief list of relevant OECD legal instruments and tools for further consultation.

CHAPTER I - TOWARD INTEGRATED PUBLIC GOVERNANCE

13. This first chapter sets the scene. Drawing on lessons learned from a decade's work of the OECD on public governance reviews ([GOV/PGC\(2016\)15](#)), the first part will look at the main challenges that policy makers face and on the necessity to have an integrated approach to governance to identify the interactions and existing trade-off between its different areas. It will also explain why the knowledge of political, institutional, cultural and economic contexts is fundamental to understand the factors and dynamics that affect governance's structures.

14. The second part will present the elements of sound public governance and the rationale behind them:

Figure 3.1. Elements of sound public governance



15. It will explain that sound public governance is the combination of three interconnected elements:

- **Enablers:** an integrated conjunction of practices to identify the nature and scope of complex challenges correctly and to promote sustainable governance and policy reform.
- **Tools:** a set of policy and management tools (including OECD instruments where these exist) designed for effective and integrated policy making.
- **Values:** key ethical commitments that, based on the evidence, tend to guide sound public governance across all of its dimensions.

CHAPTER 2 - THE ENABLERS OF SOUND PUBLIC GOVERNANCE

16. Chapter 2 will provide diagnostic and implementation guidance on governments' capacities to define long-term and short-term governance and policy initiatives. An overview of lessons learned drawn from OECD work on public governance demonstrated that leaders have difficulty in building "the business case" for engaging different

governance stakeholders in comprehensive reforms. It also shows that they have to grapple with the general perception that governance reform is often seen as a tool to reduce expenditures rather than a means to solve complex policy challenges ([GOV/PGC\(2016\)15](#)). In this regard, the existing Recommendations relating to public governance and the body of evidence of the OECD Secretariat show that despite sector-specific differences among existing policy recommendations of the OECD on Public Governance, each advocates a key set of common enablers that have been considered by the Council as key to effective governance and reform. Therefore, this chapter will provide checklist questions and implementation guidance to develop:

- Political vision, democratic commitment and leadership to define and support the development of long term priorities and policy decisions and to clarify institutional responsibilities across the public sector.
- Evidence-informed policy-making: to root governance and policy initiatives in practices that worked in similar contexts, though ensuring appropriate set up for evidence take up, and tools such as monitoring and evaluation and strategic foresight, while ensuring that the public agenda and policy priorities are set in an open an inclusive way and following integrity standards.
- Whole-of-Government co-ordination: to ensure that governments' departments and agencies are working together across silos to achieve a shared goal.
- Innovation and change management: to incentivize the generation and implementation of new ideas while ensuring that the human and cultural administrative dimensions are being taking into account to guarantee the success and sustainability of reforms.

17. This chapter will show how these key enablers can also be applied to key policy areas and emerging policy themes, *inter alia*, access to justice and gender equality in public life, given that good governance enablers are key to improving sector specific outcomes as well.

CHAPTER 3 – TOWARD SOUND POLICY FORMULATION & DESIGN

18. Policy formulation means translating long and medium-term goals and public challenges into concrete courses of action, i.e. plans. Furthermore, to turn these plans into concrete policies, governments should decide which policy instruments they will use to implement them: financial resources to be allocated, personnel to be assigned or regulations to be defined. In this connection, the choice of policy and regulatory instruments has a direct impact on the success of a policy; hence the Framework will also be shared with the Regulatory Policy Committee for consultation and feedback purposes.

19. This chapter will therefore provide governments with specific-tailored questions that will guide them to assess where they stand in relation to OECD standards and practices concerning policy formulation, regulatory policy and design capacities, making reference to the existing Recommendations in this area, including on Budgetary Governance, Regulatory Policy and Governance and the Governance of Public-Private Partnerships. Therefore, this chapter will provide checklist questions and implementation guidance to develop, *inter alia*:

- Strategic planning to align long-, medium- and short-term policy priorities towards a common goal and to ensure that policy instruments such as budgeting, regulations and workforce planning are oriented towards this strategy.
- Accountability, transparency, consultation and stakeholder engagement mechanisms for policy and regulatory formulation and design.
- Budgetary governance and regulatory policy frameworks to decide whether – and how – to use regulations and/or budgeting in policy making and oversight capacities to ensure that regulatory and budgetary policies can adjust and respond to new challenges.
- Management tools to ensure that:
 - The civil service is capable of providing evidence-based policy advice and analysis for policy decisions and design.
 - Digital capacities allow relevant stakeholders to actively shape political priorities and collaborate in the design of public service.
 - Public procurement is strategically used as a method of pursuing secondary policy objectives in accordance with clear national priorities and in balance against the primary procurement objective.
 - Ensure that the process is organised to preserve the public interest, taking into account risk areas and the risk of undue influence.
- Regulatory, budgetary and management capacities across all levels of government.

CHAPTER 4 – TOWARD SOUND POLICY IMPLEMENTATION AND SERVICE DELIVERY

20. Chapter 4 will focus on the delivery dimension of policy making. As policy challenges are rising in complexity, governments need to build capacities to ensure that policies reach the people. This implies financial, human and digital resources to create an agile administration, tools to ensure quality, transparency and integrity in policy implementation, as well as capacities to oversight and monitoring policy development and make corrections when needed. This also implies the understanding of the interconnectedness between the different instruments of public governance, for instance, how regulations, budget, civil service capability, digital tools and integrity standards, *inter alia*, are fundamental for effective public procurement, the latter a crucial pillar of services delivery for governments in critical areas such as health, infrastructure and energy. In this regard, this chapter will highlight how these dimensions, if strategically approached, can contribute to better policy making as they can lead to strategically agile and responsive governments' institutions.

21. Therefore, the chapter will present checklist questions and implementation guidance that governments could take into consideration while improving these

governance areas in a coherent and integrated way. This checklist questions will assess governments' capacities to, *inter alia*:

- Develop institutional capacities and mechanisms to manage and monitor policy implementation, including regulatory compliance and enforcement and comprehensive, accurate and reliable account of the public finances.
- Ensure that civil servants:
 - Comply with standards of conduct for public officials,
 - Are up-to-date with digital transformation,
 - Develop skills to effectively engage citizens and crowdsources ideas to co-create better service delivery,
 - Develop skills to work in collaborative partnerships and networks,
 - Develop skills to commissioning and contracting services.
- Ensure that policy implementation and service delivery fully reap the opportunities to “go digital”, integrating sound digital government strategies.
- Enhance participation of public, private and civil society stakeholders in policy delivery through *inter alia*, open government and gender equality strategies.
- Ensure effectiveness, integrity, transparency and stakeholder engagement in public procurement.

CHAPTER 5 – TOWARD SOUND POLICY EVALUATION

22. Chapter 5 will focus on evaluation as a key element to identify policy opportunities, challenges and barriers, and therefore as a key factor to have a better understanding on why some policies and instruments work and others don't. If performance data and the underlying rationale of assessed performance are fed into the policy cycle and used to improve future policy initiatives, policy evaluation can optimise policies' value for money, accountability and transparency, and provide legitimacy for the use of public funds and resources.

23. The chapter will highlight how evaluation can strategically support and improve decision making, regulatory policy and budgeting as well as other pillars of sound public governance. It will connect OECD standards on sector-based policy evaluation (regulatory ex post evaluation, budgeting performance) with the evidence of practice collected through the upcoming survey on Policy Monitoring and Evaluation ([GOV/PGC\(2017\)29](#)). In this regard, this chapter will provide governments with specific-tailored questions that will guide them to assess where they are in comparison with OECD standards and/or practices concerning their policy evaluation capacity and will pinpoint possible courses of action to, *inter alia*:

- Embed and disseminate policy evaluation within government in a systematic way.

- Develop quality, ethics, transparency and stakeholder engagement in policy evaluation across government.
- Ensure that performance, evaluation and value for money are integral to policy instruments such as regulations and the budget process.
- Ensure the quality, integrity and independence audit of regulations and budgetary execution, though, inter alia, rigorous quality assurance.
- Develop evaluation capacities for specific governance and policy areas, such as public procurement, civil service, open government and infrastructure.
- Develop skills and digital capacities for evaluations.
- Foster the use of evaluations to improve ongoing and future policy initiatives.
- Ensure rigorous testing of innovative policy proposals through impact evaluation before implementing them on a broader scale

CHAPTER 6 - THE VALUES UNDERPINNING SOUND PUBLIC GOVERNANCE

24. Chapter 6 will focus on the key public-service values and ethics that, based on the evidence, tend to guide sound public governance. Systematically highlighted in the previous chapters, these are cornerstones that serve to structure and orient the public sector toward transparency, accountability and citizen participation; improving citizen-driven policy-making and delivery; as well as preventing policy capture by narrow interests. That said values-based public governance is a continuous and challenging process of shaping organisational cultures through the identification, design and implementation of systemic multifaceted reforms.

25. Chapter 6 will build on the high-level guidance contained in OECD legal instruments on achieving:

- **Openness and inclusiveness:** Openness and inclusiveness help governments to better understand people's needs and how to respond to them; by leveraging the information, ideas and resources held by all stakeholders, including citizens, Civil Society Organisations and the private sector, by better engaging with them in tailoring policies and services to societal needs and where success largely depends on individual behaviour (such as gender-based violence; public health or climate change). Building on OECD legal instruments and practice in the areas of open government, gender and regulatory policy, such as Open Government ([GOV/PGC\(2017\)5/REV1](#)), Gender Equality in Public Life [[C\(2015\)164](#)] and the Recommendations of the Council on Regulatory Policy and Governance [[C\(2012\)37](#) and [C/M\(2012\)3](#)] and on Improving the Quality of Government Regulation [[C\(95\)21/FINAL](#)], the chapter will present an integrated approach to fostering the values of openness and inclusiveness in public governance and to guide policy makers in assessing transparency, stakeholders' participation, accountability and diversity in policymaking and in service design and delivery.

- **Public Integrity:** Integrity is vital to public governance, safeguarding the public interest and reinforcing such fundamental values as the commitment to a pluralistic democracy based upon the rule of law and respect of human rights. The chapter will connect existing high level guidance in the development of strategies for creating an integrity system and culture (Recommendation of the Council on Public Integrity) with reform enablers, such as political commitment, clear institutional responsibilities and strategic planning, which can contribute to this goal. The chapter will also show how an integrated approach with other key governance areas such as openness and inclusiveness, civil service capability including Core Civil Service Values, regulatory policies and monitoring and evaluation can optimise the success of the strategy. The chapter will highlight, among others, practices reflected in, for example, the Recommendations of the Council on Public Integrity [[C\(2017\)5](#)], Principles for Transparency and Integrity in Lobbying [[C\(2010\)16](#)] and on OECD Guidelines for Managing Conflict of Interest in the Public Service [[C\(2003\)107](#)] to create a culture of public integrity, such as the investment in integrity leadership or the promotion of a merit-based civil service, as well as the development of accountability measures, *inter alia*, risk management, enforcement mechanisms, oversight and control and transparency and stakeholder engagement.

4. Conclusion

26. Insofar as the OECD can be seen as a “club of good practices”, the Framework aims to add the following value for governments at all levels wishing to engage in coherent public governance reform and/or effective policy-making to improve outcomes for citizens:

- It will present an integrated narrative on public governance based on evidence derived from a decade’s worth of work by the OECD in this area. It will weave together existing OECD legal instruments and tools in the area of public governance in a coherent fashion while identifying areas of work where evidence exists but new standards could be developed, such as for whole-of-government co-ordination and monitoring and evaluation. In aiming neither to replace nor replicate existing OECD legal instruments and tools, the Framework seeks to embed them within an integrated, flexible, easily-updatable narrative on OECD best practices in public governance that will also integrate future standards, including standards that are currently being developed in specific areas (e.g. on open government; civil service capability).
- It will be based on empirical evidence: one of the main comparative advantages of the OECD vis-à-vis other international organisations is its leading role in setting public policy global standards, and therefore its’ experience in the definition and implementation of standards of sound public governance through a systematic process of comparative analysis, report and identification of best practice, which includes a longstanding experience on country reviews and the development of key governance indicators.
- It will present a whole-of-government approach to governance reform and to sound governance *per se*: the Framework will go beyond siloed approaches to policy-making and will be oriented to guide countries towards the design and implementation of innovative whole-of-government responses. This will enable governments to understand and appreciate the nature and scope of the interdependence between key components of public governance, and to identify the necessary trade-offs and sequencing issues that need to be taken into account when designing and implementing a governance-reform agenda, no matter how narrow or all-encompassing its ultimate scope.
- It will be general, yet at the same time context-based: as public governance systems are continuously shaped by the history, culture, and politics that influence institutional and decision-making dynamics, the intent of this Framework is not to impose standards to be applied despite differences in national and regional contexts. Rather, the Framework will assemble the body of governance-related OECD legal instruments and the empirical practice-based common denominators of what works and why in various countries in the area of public governance

despite the existence of different contextual influences affecting governance. In this connection, the Framework does not aim to establish a single model of governance, political system or institutional arrangements, but to provide countries with a flexible tool based on principles and practices that have proven to be successful in multiple contexts.

- It will be about the governance of change: moving toward sound public governance is a continuous and challenging process of shaping organisational cultures. In this regard, the Framework will identify best practices in implementing reforms that have been proven to work through a change management approach that is successful in achieving and sustaining improvements to outcomes for citizens and business.

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Organisation and functions at the centre of government (Centre Stage II): An illustrative selection of data from the 2017 survey, [GOV/PGC/MPM\(2017\)3](#)

Toward OECD Principles of Sound Public Governance: Proposal for a Policy Framework

[GOV/PGC\(2017\)13](#)

Toward a Recommendation of the Council on Principles of Sound Public Governance

[GOV/PGC\(2016\)39](#)

Public Governance reform in the OECD: observations on current approaches; key lessons to inform future practice?

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