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Organisation de Coopération et de Développement Economiques  
Organisation for Economic Co-operation and Development

**21-Feb-2005**

**English - Or. English**

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

**GOV/PGC/A(2005)1  
Unclassified**

**PROVISIONAL ANNOTATED AGENDA**

**31st Session of the Public Governance Committee  
31 March - 1st April  
International Energy Agency, Paris**

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**English - Or. English**

**PUBLIC GOVERNANCE COMMITTEE**

**PROVISIONAL ANNOTATED AGENDA**

**31<sup>st</sup> Session of the Public Governance Committee  
to be held at the IEA Headquarters, Paris  
31 March – 1<sup>st</sup> April 2005**

**Thursday, 31<sup>st</sup> March 2005**  
Special Session of the PGC on E-Government  
“E-government for Better Government”

***Morning session: 9h30 - 13h00***

|              |  |                  |
|--------------|--|------------------|
| 9:30 - 9:45  | Adoption of the Agenda and opening remarks by the Chair                        | GOV/PGC/A(2005)1 |
| 9:45 - 10:30 | <b>Keynote address:</b> “How can e-government support a transformation agenda” |                  |
| 10:30-11:30  | <b>Plenary session:</b> User-Focussed Government                               | GOV/PGC(2005)1   |
| 11:30-12:00  | <i>Coffee break</i>  |                  |
| 12:00-13:00  | <b>Plenary session:</b> Evaluating the Added Value of E-Government             |                  |

***Afternoon session: 14h30 – 18h00***

|               |  |  |
|---------------|--|--|
| 14:30 – 16:00 | <b>Break-out sessions:</b> Using ICT for a More Efficient and Responsive Government  |  |
| 16:00-16:30   | <i>Coffee break</i>  |  |
| 16:30 – 17:45 | <b>Plenary session:</b> <ul style="list-style-type: none"><li>– Report from Break-out sessions</li><li>– Governance in the Digital Era: What Next?</li></ul> |  |
| 17:45 – 18:00 | Conclusions by the Chair   |  |
| 18:00         | <i>Cocktail</i>  |  |

**Friday, 1<sup>st</sup> April 2005**  
**31st Session of the Public Governance Committee, *continued***

***Morning session: 9h30 - 13h00***

- |             |  |  |
|-------------|--|--|
| 9:30-10:00  | 1. Approval of the Summary Record of the 30th meeting of the Public Governance Committee | GOV/PGC/M(2004)2                           |
|             | 2. Election of the Bureau  |  |
|             | 3. Opening remarks by the Chair, including report on consultations with TUAC             |  |
| 10:00-11:15 | 4. Discussion on the Ministerial meeting   | GOV/PGC/MIN/A(2005)1<br>GOV/PGC/MIN(2005)1 |
| 11:15-11:45 | <i>Coffee break</i>  |  |
| 11:45-13:00 | 5. Promoting Integrity and Preventing Corruption   | GOV/PGC(2005)3                             |

***Afternoon session: 14:30-18:00***

- |             |                                 |                      |
|-------------|---------------------------------|----------------------|
| 14:30-16:30 | 6. Outreach                     |                      |
|             | – Strategy with non-members     | GOV/PGC(2004)21/REV2 |
|             | – China programme               | GOV/PGC(2005)4       |
|             | – Debriefing on Russia and SGRP |                      |
|             | – MENA                          |                      |
| 16:30       | 7. Other business               |                      |

## NOTES

### SPECIAL SESSION OF THE PGC ON E-GOVERNMENT “E-GOVERNMENT FOR BETTER GOVERNMENT”

#### Overview

1. Following the first wave of e-government implementation, OECD countries are coming to realise that e-government is not something to pursue for its own sake, but rather for the contribution it can make to creating better government. This is a much more complex challenge than simply using ICT for automating government business processes and putting information and services on line. Bringing e-government into the mainstream of efforts to improve government requires an integration of its objectives, approaches and experiences with the reform of government itself.

2. Viewed in this light, rather than as a stand-alone approach to achieving better government, e-government has clear potential to deliver additional gains in terms of improving the efficiency and effectiveness of government, and transforming both the nature of the services provided and the relationships between people and government, regardless of the channel of contact. Making this vision a reality requires bringing together people who understand the potential of technology, the context of past and present reform efforts and the complexity of public sector programmes and of government itself.

#### Welcome and Introduction by Pia Marconi, Chair

**Keynote address (speaker to be announced): “How can e-government support a transformation agenda?”**

3. **Objective of the session:** Modernising government has long been on the agenda of all governments, while more recent e-government initiatives were initially seen as a complementary, but separate, innovation. The objective of this session is to provide participants with a framework to reflect on how to align e-government initiatives with overall modernisation efforts in support of public governance and government transformation.

#### *Questions for discussion:*

- How can e-government be systematically integrated in policy-making processes in general and in modernisation processes in particular?
- Which policy areas lend themselves more to innovation using ICT? What are the characteristics of those policy areas that have made the best use of ICT?

#### **Plenary Session: User-Focussed Government**

4. **Objective of the session:** Government modernisation and transformation is based on the principle that government’s relationship with citizens and business must be organised around the needs of users rather than of governments. Following presentations by two experts, delegates will have an opportunity to exchange practical experience in identifying user needs and expectations and in building more user-focused government with the help of ICT, taking into account countries’ unique histories and circumstances.

**Questions for discussion:**

- What mechanisms are countries using to better discern user needs?
- How are countries translating a citizen-centric principle into an e-government agenda?
- How can countries achieve the balance between consulting with and educating citizens regarding the possibilities of e-government?

**Plenary Session: Evaluating the Added Value of E-Government**

5. **Objective of the session:** Governments are increasingly focusing on evaluation in order to maximise return on investment, and e-government is no exception. Achieving better government will require both a better understanding of what governments hope to achieve and indicators to see if they are on the right path. Not all benefits are easily quantifiable; in particular, dynamic benefits such as improved public governance are potentially significant, but difficult to demonstrate. Following presentations by two experts, delegates will discuss countries’ experience in measuring the cost and benefits of e-government investment with a view to highlighting examples of good practice and identifying gaps which could be filled through additional analysis.

**Questions for discussion:**

- In which areas have governments most successfully measured the costs and benefits of e-government?
- In which areas is more work needed on the measurement and evaluation of e-government? How can cross-country comparison help advance work in this area?
- How does one differentiate between ‘IT’ and ‘e-government’ investments? As e-government is increasingly mainstreamed into government, does it make sense to continue treating it as a separate area of investment?

**Break-out Session: Using ICT for a more Efficient and Responsive Government**

| <b>Group A: Improving access and responsiveness by using ICT across channels of service delivery</b>  | <b>Group B: Improving efficiency by identifying and developing common ICT solutions</b>  |
|---|--|
| <p><i>Questions for discussion:</i></p> <ul style="list-style-type: none"> <li>• How can governments promote efficiency and cost reduction while ensuring universal access to services?</li> <li>• How can governments ensure that policy planning and implementation benefit from an understanding of both programmes and the potential of ICT?</li> <li>• How have governments responded to the privacy and security concerns related to the cross-agency sharing of data?</li> </ul> | <p><i>Questions for discussion:</i></p> <ul style="list-style-type: none"> <li>• What processes can be handled across government rather than at the level of individual agencies?</li> <li>• What are the areas where there is the most potential for common ICT solutions?</li> <li>• How can common solutions promote the reinforcement of project management competencies within government?</li> <li>• What have been the lessons learned for gaining agency buy-in and support for common solutions?</li> </ul> |

6. **Objective of the session:** Adopting a user-focus has consequences for the structures and processes of government:

- **Breakout Session A:** *Multi-channel service delivery* strategies focus on e-government as a system to improve data flows and co-ordination for all types of services, regardless of how they are delivered. A user can therefore look up some information on a government service on the web, call a call centre with specific questions and visit a government office for a final transaction, all based on seamless access to a common set of data. Such a strategy may also seek to steer more people to less expensive online contact as they become more comfortable with the Internet.
- **Breakout Session B:** Some OECD countries are also looking at how to *identify common business processes* such as payroll, human resources management, common accounting and archiving systems in order to facilitate the use of such data across government and to reduce redundancy. While different levels of integration are possible, this approach requires greater standardisation of processes, and the loss of some agency independence in return for greater efficiency and an improved whole-of-government perspective. This approach can also help consolidate expertise for the management of ICT projects, which is becoming an ever more critical success factor with the increase in ICT outsourcing. Improved project management competencies can minimise the risk of project failure and facilitate a more balanced relationship with private sector contractors.

7. The aim of these break-out sessions is to discuss countries' experience in reorganising service delivery to be more efficient and responsive by a) using ICT as an enabler for improving service quality across service delivery channels, and b) identifying and managing common business processes. Each breakout session will begin with a short presentation based on a country experience.

#### **Plenary Session: Report from Break-out Sessions**

8. **Objective of the session:** Summary of break-out sessions: feedback from *rapporteurs* and discussion of results.

#### **Closing Discussion: Governance in the Digital Era – What next?**

#### **Wrap-up and conclusions**

## 31ST SESSION OF THE PUBLIC GOVERNANCE COMMITTEE, CONTINUED

### Item 1. Approval of the Summary Record of the 30 session of the PGC

### Item 3. Opening remarks by the Chair

9. After opening the meeting, the Chair will briefly summarise the results of the discussions of the previous day's symposium. She will also report to the Committee on the consultations between the Bureau and TUAC held on 30 March.

### Item 4. Discussion on the Ministerial meeting

10. At its October meeting, delegates indicated their high support for holding a meeting of the Public Governance Committee at Ministerial Level in 2005. The Government of the Netherlands has kindly offered to host the meeting. A Secretariat document updates delegates on progress on the preparations for the ministerial. Delegates are invited to discuss the issues raised in the document, notably the topics proposed for discussion at the ministerial meeting and the various organisational issues associated with it.

### Item 5. Promoting Integrity and Preventing Corruption

11. Governments in OECD countries are increasingly expected to verify policy effectiveness, and to provide evidence for policy adjustment and progress made in their efforts to promote integrity and prevent corruption. However, assessment in this field raises specific challenges, in particular the definition of thorough and objective methodologies that support evidence-based policy-making. Following a short presentation of a leading country example, the Committee is invited to discuss the issues raised by the OECD report on "Public Sector Integrity: A Framework for Assessment" [GOV/PGC(2005)3], to explore the application of the Assessment Framework in specific policy areas, and to approve the report for publication.

12. The 2003 OECD *Recommendation on Guidelines for Managing Conflict of Interest in the Public Service* requests the Committee to report back in 2006 to the Council on progress made by member countries in implementing the Recommendation. The Committee is invited to discuss the focus and process and to provide strategic guidance for the preparation of the progress report.

13. The Committee will also be briefed on the results of the Global Forum on governance: "Fighting corruption and promoting integrity in public procurement" held on 29-30 November in Paris, and is asked to provide strategic direction for follow-up actions (for example, the development of an operational guide for practitioners to help prevent and detect corruption, and good governance principles fostering transparency, accountability and integrity of public officials in the whole public procurement process, particularly in the definition of needs and contract management phase).

### Item 6. Outreach

#### *Strategy with non-Members*

14. The Secretariat has prepared a draft proposal for a proactive strategy for defining the role and participation of non-members in the work of the Public Governance Committee and its subsidiary bodies [GOV/PGC(2004)21/REV1]. This is a response to the demand by the Secretary-General of the OECD in

his letter dated 9th September 2004 to all Committee Chairs. PGC Delegates had provided first comments on this document at the last PGC meeting in autumn 2004. A revised version was then circulated late January 2005 for comment. This document is submitted for discussion and approval.

### ***China***

15. The OECD has just completed an extensive report on governance issues in China. The report is a result of a horizontal activity involving many directorates, led and co-ordinated by GOV. A high-level meeting chaired by the PGC Chair was held on 3 February in Paris, where the draft conclusions of the report were reviewed. This session will draw on the conclusions of the report for discussion by delegates.

### ***Russia and SGRP***

16. The regulatory reform review of Russia, the first of a non-member country, is under discussion in a peer review in the Special Group on Regulatory Policy on 14 March 2005. This meeting includes an in-depth discussion of the background chapter on capacity for regulatory quality. In addition, the SGRP is expected to discuss the implementation of the 2005 Policy Recommendations for Regulatory Quality, and the APEC-OECD Integrated Checklist for Regulatory Reform, and to approve these new policy instruments. The Committee will be briefed on the results of the meeting.

### ***MENA***

17. The OECD/UNDP Arab Good Governance for Development Programme was launched at the Dead Sea, Jordan, on the 6/7 of February with the participation of numerous Prime Ministers and ministers from Arab and OECD countries. In November 2004, the OECD Council had agreed upon the programme as a 3-year activity to be implemented by GOV jointly with the UNDP. PGC delegates will be briefed about the results of the launch meeting, and implications for PGC will be discussed, including ways on how to best involve the Committee on the implementation of the programme.

### **Item 7. Other business**

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### **Other background documents**

- Country Factsheets [GOV/PGC(2005)5]
- Calendar of Meetings [GOV/PGC(2005)6]
- Highlights of E-Government in Denmark [GOV/PGC/EGOV(2005)4]
- OECD E-government Studies: Norway (draft text of publication) [GOV/PGC/EGOV(2005)3]
- OECD E-government Studies: Mexico (draft text of publication) [GOV/PGC/EGOV(2005)2]
- E-Government for Better Government (draft text of publication) [GOV/PGC/EGOV(2005)1]
- Regulatory Reform in Russia [SG/SGR(2005)1/REV1]
- Managing Conflict of Interest: A Toolkit (advance copy of publication)