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

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SUMMARY RECORD OF THE 35th SESSION OF THE PUBLIC GOVERNANCE COMMITTEE

12-13 April 2007

This document is presented to the Committee for approval at its 36th session.

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**DRAFT SUMMARY RECORD OF THE 34TH SESSION
OF THE PUBLIC GOVERNANCE COMMITTEE**

1. The OECD Public Governance Committee met for its 35th session on April 12-13 2007. 70 delegates attended from 29 member countries, Brazil, Chile, Slovenia and the European Commission. The meeting was chaired by Ms. Roberta Santi, Assistant Secretary to the Cabinet in the Canadian Privy Council Office.

2. The main objectives of the meeting were to discuss the results of the current work programme and provide guidance for future work in several key areas:

- A one-day symposium session was held on the first day on “Innovating for Accessibility in Public Service Delivery” which allowed delegates to engage substantive discussion on how to encourage innovation, the tools available to innovators, and how to make innovation sustainable.
- A new framework for enhanced engagement;
- A study on political involvement in senior staffing decisions and the delineation of responsibilities between ministers and civil servants;
- E-Government as a tool for public sector transformation.

3. In addition, the Committee approved the election of two new members to the Bureau and discussed the request by the Ukraine for observership to the Committee.

Item 1. Opening Remarks by the Chair

4. Roberta Santi welcomed the Delegates to the 35th Session of the Public Governance Committee.

5. The Chair reviewed the evaluation results from the last meeting, thanking the delegates who responded to the evaluation (16 responses in total). The Committee felt overall that the documentation was of good quality and relevant to meeting. There were however concerns over the length and availability of the documents, in particular the French documentation. The results highlighted that there were too many items and that there was not enough time for discussion. The quality of discussions was rated as high, but there was a general concern over the duration. The Chair stressed that in future presentations would be restricted to 10-15 minutes, and interventions to no longer than 5 minutes.

Item 2. Adoption of the Agenda

6. The Committee approved the agenda as presented in document GOV/PGC/A(2007)1/REV2.

Item 3. Approval of the summary record of the 34th meeting of the Public Governance Committee

7. The Committee approved the summary record of the 34th meeting of the Public Governance Committee as set out in the document [GOV/PGC/M(2006)2].

Item 4. Overview of key developments since the last meeting

8. Odile Sallard first informed the Committee that Mario Pezzini has been appointed Deputy Director to the Public Governance and Territorial Development Directorate. Mario Pezzini was formerly Head of Regional Development for GOV.

9. Mrs. Sallard then gave an overview of events (with members and non-members) since the October 2006 PGC meeting [ref. GOV/PGC/RD(2007)1]:

- The Meeting of the Group on Regulatory Policy held in Korea December 2006, focussed on the role of regulatory impact analysis as tool for policy coherence contributing to well-functioning markets. There was a discussion on the extension of the analytical framework of regulatory reform to policy areas with significant public intervention such as environmental policy, tertiary education and health care provision. Two country reviews were presented: The regulatory reform review of Sweden which includes two new chapters on regulatory governance across levels of government as well as environmental issues; and the Korea monitoring exercise which involves an assessment of the regulatory framework for tertiary education. Forthcoming country reviews include one in Portugal on e-government, and a multi-level regulatory review in Italy.
- There were meetings in all subject areas in the MENA regions which are itemised in the above-mentioned document. For example, in E-Government, a 3rd High Level Seminar on Personalised Service Portals with a back-to-back special session on exchange of experiences was held in December 2006, in Paris.
- A Symposium brought together experts in Paris in December 2006 to map out good practices for enhancing integrity in public procurement, based on the findings of an international survey. The back-to-back Global Forum on Governance gathered members and non-members to launch a structured policy dialogue on good practices between countries at different levels of economic development. The resulting report entitled “Integrity in Public Procurement: Good Practice from A to Z” [GOV/PGC/ETH(2006)10/REV1] was annexed to the agenda of this meeting for approval. A Checklist is being designed for improving transparency and accountability in public procurement and will be presented to the PGC for discussion in October.
- A Steering Group Meeting and Thematic Expert Meeting on Open and Inclusive Policy Making, were held in Helsinki, Finland. Mrs Sallard thanked France for the high level seminar of the MENA Working Group 2 and Finland for hosting these events.
- Two of the Senior Budget Official’s networks held meetings: The Working Party of SBO’s for the Asia Senior Budget Official Network, in Bangkok in December 2006; and the Third Meeting of SBO’s from Central, Eastern, and South-Eastern Countries met in Vilnius, Lithuania, in March 2007. There are three SBO regional networks: one for Asia, one for Eastern Europe and one for Latin America. The SBO regional networks are very effective in promoting and disseminating the good governance approach of work done in OECD countries, and they may be in a position to create a MENA network in the future.

10. The following forthcoming events were highlighted:

- A Working Party on Regulatory Management and Reform is to be held in Paris in May. Topics on the agenda include on open and inclusive government, the multi-level regulatory review of Italy, regulatory policy indicators and risk and regulation.

- The 28th Annual Meeting of Senior Budget Officials will be held in June in Istanbul, Turkey. One of the topics on the agenda is on citizen's involvement in the budgeting process. There is also a new item on the role of the legislature in the budget process.
- The Senior Officials from Centres of Government will meet October in Berne. This year's meeting of the Network of Senior Officials from Centres of Government (CoG) offers a unique opportunity for members to discuss the challenging topic of the role of the Centre of Government in delivering on promises.
- A symposium will be held back-to back with the next Expert Group meeting on Conflict of Interest in early June in order to help establish principles for improving transparency and accountability in lobbying.
- Two Global fora will be held: a Global forum on Governance is to be held in Brazil in October to discuss what tools used by OECD countries are beneficial for policy dialogue non-members; and the Global Forum on Integrity and Trust in Government will be held in Chile in November.
- The OECD will sign a memorandum of Understanding with the Organisation of American States (OAS) to help promote and disseminate work in the field of state modernisation and corruption prevention in Latin America..
- Two other important meetings to which GOV will participate in are: the 7th Global Forum on Reinventing Government: Building Trust in Government, with participation of Secretary-General to be held in Austria in June 2007 and the OECD Ministerial on the "future of the internet economy" where there will be an emphasis on the e-government dimension to take place in Korea in June 2008.

11. Two sets of activities that form the core of the work of the current biennium are:

- The planned first publication of "Government at a Glance" in 2009 is a major project for the Directorate for [GOV/PGC(2007)3] The GOV Working Paper 1 "Better Measurement of Government" set the scene with 52 datasets on core areas of public management providing comparative data across the OECD. The second Working Paper which is due in November 2007, will focus on strategic measures to provide tools for measurement in each country. The third Working Paper is planned for November 2008. The aim of these working papers is to enable PGC delegates to access online to the data collected, thus providing useful policy tools. Odile Sallard mentioned the strong support by a set of countries which has made it possible to develop this activity, and she encouraged contributions from other countries. The progress on Government at a Glance and the State of the Public sector is due to be discussed at the next meeting.
- Country reviews have notably provided benchmarking in a specific field or more broadly. The latest review to have been developed is the "HR policy Review" in Belgium (to be discussed in a workshop in September). GOV will undertake the first comprehensive review of the public service in Ireland by benchmarking the Public Service in Ireland against other comparable countries.

12. Lastly, Odile Sallard and the Committee thanked Nick Manning, who is returning to the World Bank for his contribution to the Directorate and his work on indicators.

Item 5. Enhancing effectiveness of Committee Operations

13. At the 34th Session of the Public Governance Committee, a commitment was made to improve Committee operations, the participation of members, and support for the work of Secretariat. A number of changes have subsequently been implemented since the last meeting, and the evaluation form has been provided online.

14. A briefing package has also been prepared by the Secretariat for new members and was made available at the meeting.

15. Some areas for improvement to consider are: how the Committee chooses topics for discussion, structure of the meetings, preparation of meetings, distribution of documents, the role of participants, etc. One item for consideration is how country facts sheets are prepared in terms of timing. The Bureau has proposed for them to be sent out further in advance of the meeting and more closely linked to the symposium theme. This will allow Secretariat to shape the agenda and give the Delegations more lead time to provide input on their country experiences.

16. The Bureau discussed the issue of enhancing Committee operations with the Secretariat and it will prepare a proposal to bring back to the Committee in October for discussion. Countries supported this proposal and stated in particular that it would be useful for the fact sheets to be sent out earlier and welcomed the new member briefing package.

17. The Chair gave a debriefing of the annual consultation meeting held with TUAC and the Bureau held on 11 April 2007. The meeting as usual was collaborative and constructive and they expressed a keen interest in the work of the Public Governance Committee. TUAC requested to be more informed on the implementation of the Programme of Work of the PGC and the results produced by Secretariat, and the Secretariat agreed to be more proactive in sharing information and feedback. TUAC gave feedback on a few of the items on the agenda of the 35th PGC meeting:

- With respect to the item on Innovation they raised the importance of employing a user focus in innovation initiatives, and the important role of frontline employees in ensuring effective implementation, including the need to ensure that they are delegated and authorized to act in that context. They also noted that innovation would be stymied by the risk adverse reactions of politicians and opposition members and they felt that a key element of innovation was to gain support from the political side.
- On Global Relations, TUAC gave feedback on the paper on building blocks and guiding elements for enhanced engagement. They supported this framework proposal, but asked about whether the sequencing of these building blocks for good governance was of importance? They also underlined the need for whistle blowing mechanisms with respect to these building blocks.
- A very active discussion on the political/administration interface was held. TUAC expressed a keen interest for feedback on the results of the discussion of this topic with the PGC. They also suggested that the Secretariat provide an article on this issue in their magazine.
- Lastly, TUAC presented the General Agreement on Public Services (GAPS) initiative to the Bureau. The aim of GAPS is to develop a General Agreement on Public Services through a process of research and consultation with civil society organisations, international institutions, governments and providers.

Item 6. Special symposium-style session on “Innovating for Accessibility in Public Service Delivery”

18. The major cross-cutting challenges for the governance agenda noted in the Programme of Work 2007-8 all require some consideration of innovation. Innovations and co-production underpin many developments in open and inclusive policy making. They are also addressing, and raising, new challenges in risk management. They can open up new possibilities for improving the allocation of responsibilities across levels of government. Most fundamentally, innovations are necessary if new avenues are to be found to strengthen citizen trust in government – a pressing need highlighted by the ministerial meeting on Strengthening Trust in Government, hosted by the Netherlands in Rotterdam in November 2005.

19. The symposium addressed 3 questions:

- How is innovation encouraged?
- What tools are available to innovators?
- How can innovation be made sustainable and better propagated through the system?

20. The first question “How is innovation encouraged” was looked at from the perspective of innovation within the public sector and by engaging outside actors. Professor Helfried Bauer, Director of the Centre for Administrative Research in Vienna, introduced these topics separately:

- Starting with “Innovation within the Public Sector”. Public services are forced to innovate, but are not very good at it because of constraints and inertia, and the problem that innovation is not rewarded and risk is heavily penalised. Innovation is a key factor to meet forthcoming challenges, but is often seen purely as a technical phenomenon, however, Prof. Bauer pointed out that it is also a social phenomenon which is very often not discussed explicitly. Innovation is a three way interaction between the government, society and citizens. Prof. Bauer stressed that for innovation to succeed the accent needs to be on motivation of staff, and that there should be strategic support and change in the culture of organisations towards a more open approach and through the empowering of managers to allow them to pursue the motives.
- Looking at how innovation is encouraged by engaging outside actors, this is often seen as a panacea for re-invigorating the public sector and creating more responsive administration. However, it contains major problems such as accountability, liability and administrative management of external actors. Prof. Bauer advised that ensuring partnerships and networks with stakeholders requires improving consultation between service providers and the public and active involvement of the public in policy decisions and/or service design/delivery; and, by creating new relationships with NGO’s. It is also necessary to develop quality standards for the participation of citizens – e.g. standards for preparing, realizing, and evaluating consultation.

21. Nick Manning of the Secretariat summed up the discussions highlighting the different country examples cited on how innovators are encouraged such as: managerial delegation/empowering managers; new technology; leadership by example; and seed core funding to assist innovators in taking the first step. Countries also gave examples of what motivates innovators: a culture of public value, with an emphasis on equity and fairness; competition between innovators; a focus on the overall outcomes – encouraging busy managers to look beyond the daily priorities; and, recognition and celebration of successful innovations. Discussion on engaging outside actors showed that it is unclear what links innovation and participation. New forms of participation necessarily require innovation however the reverse does not hold true. The discussions also flagged the risk and unknowns. There is a risk that central drivers of innovations not only motivate but can also make managers risk adverse. Another risk is how do we remain clear that we

maintain accountability for policy direction? Does accountability for policy direction become confused when outside actors are involved? How do we manage the trade-off between traditional political and managerial authority, and the legitimacy provided by stakeholder involvement? It was pointed out that innovation can carry the risk of over-empowering frontline managers. Is there a risk of excessive focus on novelty, with new developments seen as intrinsically positive and little focus or analysis of failures? Do central performance targets assist or detract in driving innovation? Finally, it was mentioned that we don't look enough at failure, and that we need to look historically what we have done and gained.

22. The second question "What tools for innovators?" focussed in particular on how users can be more involved in the production of administrative services so that they are better tailored to their needs. This recognises the reality that the consumer of state services is the person who transforms public outputs into outcomes in a process where there is mutual responsibility. This is one of the most important ideas in public management today. Once the idea of mutual responsibility is accepted, it forces not only innovation but fundamental re-thinking of how public services are conceived. Tony Bovaird, Professor of Public Management and Policy in the Institute of Local Government Studies, School of Public Policy, University of Birmingham, UK, introduced this topic. Mr. Bovaird spoke about the potential role of user and community co-production. He defined different types of co-production: co-planning of policy -- e.g. deliberative participation, *Planning for Real, Open Space*; co-design of services -- e.g. user consultation, *Smart Houses*; co-commissioning services -- e.g. devolved grant systems, *Community Chest*; co-financing services -- fundraising, charges, agreement to tax increases; co-managing services -- leisure centre trusts, choirs; co-delivery of services -- expert patients, volunteer fire-fighters, *Neighbourhood Watch*; and co-monitoring and co-evaluation of services. Traditional conceptions of service planning and management are now out-dated, Bovaird highlighted the need for new models of collaborative relationships between multiple stakeholders in the public domain, including users and their communities to make services more relevant, and mobilise more resources for those services.

23. Christian Vergez of the Secretariat summed up the discussions whose accent was on the private sector and users. Countries mentioned the downside of co-production, that there is often a professional resistance, and that it can be seen as interference. Co-production can't always overcome conflicts of interest, free riders, burn-out, lack of skills, blurring of accountability and undermining of lobbying capacity. The question was raised about just how far co-production can go, as it is mostly limited to small scale projects. On the positive side countries highlighted the strong involvement of the public sector in the political process. Local people have a positive contribution to make; it is evident that it is necessary to learn how to get the most out of communities and users. It was agreed that innovation is not possible if there is no strong leadership in administration. Concern was expressed about whether administrations have the capacity to innovate, and as to what the necessary levers would be to change administration. An important point was raised concerning coordination to ensure a seamless network of different players in the provision of such innovations. It was stressed that a change of culture in public service was needed and that evaluation was essential for enhancing quality. Lastly, an interesting question was raised concerning who is ultimately responsible in case of failure?

24. The third question examined what happens when an innovation works, when it is seen to provide a significant improvement in performance and/or client satisfaction? Most often good innovations just die away because of lack of interest or stays locked into the small scale context in which it was first introduced -- in other words that it is not diffused in the system. Katju Holkeri, of the Finnish Ministry of Finance introduced this topic drawing on the findings of the 4 European Quality Conferences for building sustainable quality, which show that: there are many quality initiatives but that their overall impact remains ambiguous; some challenges are still seldom addressed (e.g. migration); good practice case studies are too often inward-looking, and have a bureaucratic/technical character; and lastly, that too many innovations fade. There are organisations that are doing well no matter what, and those that are inward looking and trying just to sustain their existence and safeguarding their current ways of working. Katju Holkeri stressed

the role of evaluation, to encourage self assessments, or to commission external evaluation. Evaluations help to see what should be done and will help organisations to search for an answer in new innovations. Holkeri warned of the pattern of reform fatigue, and placing too much emphasis on individual/innovative leaders. She said that innovations come from both top down and bottom up, and this raised the question of which to concentrate efforts on in order to increase sustainability?

25. Edwin Lau of the Secretariat summed up the discussions which brought to light the vital human element necessary for achieving sustainability. Some of the conditions to allow people to innovate and to share the innovations emerged such as the necessity: to get people to buy into the innovations to ensure sustainability; for an alignment values; to get stakeholders on board; and, to assemble networks made up of the right people. A culture of innovation needs to be created for example through performance pay, quality management, and making sure performance is recognised and rewarded. Organisations need to be empowered to perform and have trained/well motivated staff. The discussions opened up interesting issues about how to: create conditions for innovation to eliminate barriers; get people to cooperate across traditional boundaries; and, to avoid reform fatigue.

26. Odile Sallard thanked the Delegates for their contributions stated that the Secretariat would like to call for short notes on innovative programmes in members countries for possible publication on the web. The symposium proved very useful for the delivery of the current programme of work in the current cross cutting areas: open and inclusive government; decentralization and evolution in roles of respective actors; and in the area of risk management. The symposium also identified some possible areas for further work in next biennium such as innovation and accountability, and the capacity to innovate in the public service.

27. Roberta Santi wrapped up the symposium and thanked the participants for their interesting dialogue. Many people asked “what is innovation?” and how to define such a broad topic. This symposium only scratched the surface to explore the many dimensions. The participants cited many types of changes from the local level to more systemic changes which involve broad technological change. There were many common messages in the room, the most common goal being to put citizens first and strengthen their trust in government.

Item 7. Election of the Bureau

28. At the 34th meeting of the Public Governance Committee it was announced that there were three Bureau vacancies to replace Friedrich-Wilhelm Moog (Germany) and Lubomir Plai (Slovak Republic) who have departed from the Bureau, and Elisabeth Dearing (Austria) whose term will be ending this Spring. The Secretariat received two nominations to fill these vacancies: the Government of the United Kingdom nominated Jon Burton, and the Government of Turkey nominated Ilgin Atalay. Regarding Elisabeth Dearing’s end of term, it was proposed that her term be extended by a further 12 months. The Committee approved these nominations, and accepted the decision to extend the term of Elisabeth Dearing. The Bureau was thus elected for a further year.

Item 8. Presentation on the Programme Implementation Reporting (PIR)

29. Programme Implementation Reporting (PIR), was introduced in 2003 as a systematic reporting and evaluation exercise of the Output Results planned in the OECD’s Programme of Work and Budget. It requires OECD management to report to Council on the extent to which the promised results have been achieved. In addition, it allows Member countries to provide feedback on the quality and the potential impact of the Output Results as outlined in the document [GOV/PGC/(2007)9].

30. This item was presented by Anthony Rottier, Head of the OECD’s Programme and Budget Planning Division, who provided an update by the Secretariat on the procedure for the evaluation exercise

on the Programme of Work and Budget. The aims are to improve planning and priority-setting across the Organisation, improve performance within Committees and across the OECD, and make accountabilities clearer.

31. Mr. Rottier also explained the Medium Term Orientations (MTO) Survey to which OECD member country capitals indicate resource reallocation and relative priorities. MTO results guide Secretary-General to establish the PWB strategy for 2009-10, and this helps set parameters on which Committees base their submissions.

Item 9. Global relations

32. The session on Global Relations was opened by Mr. Aart de Geus, who recently took up the position of Deputy Secretary-General to the OECD. He spoke of the importance of global relations for the OECD in general and on global relations in the context of the Public Governance Committee, stressing that policy dialogue on public governance and management forms an important lever in the context of globalization, governance being a cross-cutting foundation for the effective implementation of sector policies. Mr. de Geus referred to the November 2005 Ministerial where the issue of trust was highlighted and he reiterated that governments need to be able to engage in an honest dialogue with citizens about what is feasible and what is not. Mr. de Geus commented on the three issues on the table for this session: to the first on “Building blocks and guiding elements for public governance and management in global relations” he stated that this was a solid piece which will contribute to positioning the PGC more clearly in OECD’s global relations policy dialogue; secondly, on the request of Ukraine for observership, he said he looked forward to the committee’s discussion in this regard, in particular as the request also opens questions of the principle of Observerships; lastly, he commented on the MENA program, stating that this is an innovative and significant window of OECD to Arab countries which is based on two pillars, Public Governance (thanks to PGC), and Investment.

33. Martin Forst of the Secretariat gave an overview of the ongoing dialogue with non-members. He referred to document which details the Key Events and Developments with members as well as non-members [ref. GOV/PGC/RD(2007)1]. Nick Malyshev then gave brief update on current work with Russia and China. In Russia 3 strands have been pursued over the last 6 months, firstly, a performance management for senior civil servants report giving comparative analysis of these practices in member countries was presented at a workshop in Moscow in March 2007, which gives guidelines for Russians to develop performance management [annex to GOV/PGC/RD(2007)5] secondly, a report on the design of Regulatory Reform Institutions in Russia [GOV/PGC/REG(2007)7/ANN1]; thirdly, the Russian Minister of Finance is to undertake a Budget Policy Review to begin in September 2007. In addition, a paper is currently being drafted on “The Modern Russian State” and will be available for review by the Committee in due course. In China there are two activities: firstly work has begun on Regulatory Reform Review of China; secondly, a major report on Regional Development is also underway by the Territorial and Development Committee.

34. The report on “Building blocks and guiding elements for public governance and management” [GOV/PGC(2007)3/REV1] was presented to the Committee by Martin Forst. PGC delegates have for some time expressed the need for a framework that assembles lessons and principles from OECD experiences that can be used in outreach work. Delegates have noted the increasing demand by non-member countries for co-operation and a common framework that could make the professional debate clearer and more focused around specific PGC lessons and experiences. The report presented for discussion sets out the OECD principles behind public management reforms which would provide a succinct summary of the objectives of reform, and encourage interested countries to enter into dialogue with the PGC on appropriate mechanisms for learning from OECD experiences. The report is also importantly intended to assist the PGC in making a full contribution to the process of screening candidates

for membership or for enhanced engagement. The Committee supported the proposal for these “Guiding Elements” as an example for providing a screening framework for PGC’s discussions in the accession and enhanced engagement context, and as a useful benchmark for non-members against which to assess their progress in public sector reform, and they liked the consistency with “Government at a Glance”. It was decided that a task force should be established to carry out this work and that they report back on the progress for discussion at the next PGC meeting.

35. In a letter dated 15 December 2005 addressed to the Secretary General, Mr. Tymofiy Motrenko, Head of the Main Department of the Civil Service of Ukraine, formally requested the *OECD* “to consider the possibility of participation of the main Department of the Civil Service of Ukraine in the work of the OECD Public Governance Committee in the capacity of regular observer from 2007”. In accordance with OECD procedures, this request was notified to the Committee on Co-operation with non-Members (now the External Relations Committee) and transmitted to the Chair of the PGC asking the Committee to examine Ukraine’s request and provide a recommendation to the OECD Council. On 23 February 2007, the Secretary-General of the OECD received another letter from Mr. Motrenko confirming Ukraine’s request. The Chair informed the Committee that the Bureau had considered the request and suggested that owing to the instability in the Ukraine at the current time it would be best to defer this request until the political situation in the Ukraine has stabilized. Countries agreed with the suggestion of the Bureau to return to this request at a future meeting.

36. The achievements and directions of the MENA Governance for Development (GfD) Initiative were presented to the Committee by the Secretariat. Only 3 years ago, the OECD had no programmes in this region. The PGC has been strongly supporting this work through its know-how. Its delegates and in particular the delegates of its sub-committees have very actively contributed their countries’ experiences to this regional policy dialogue with MENA countries. Much of the value-added of the MENA programme draws on this input from OECD member country delegates: it provides policy makers from MENA countries with first-hand insight into the policy design and implementation experience of a variety of countries. With the first phase of the initiative (2005 – 2007) drawing to a close, the main question for discussion was on how to optimise the thematic focus and the methodological scope for an extended initiative in 2008-2010? Countries were happy with the results of the work achieved thus far and strongly supported the proposal for a second phase, and the proposed structure and thematic focus of the initiative as set out in [C(2007)25/REV1, C(2007)25/ANN/REV1 and C(2007)25/ADD1].

37. The Chair concluded the session on global relations, saying that each of the items were strongly linked together and underlined the importance of the different global relations elements for the overall PGC mandate. She welcomed the opportunity for a renewed drive of coherence both for global relations and for mainstream committee work through the guiding principles.

Item 10. Managing the Political/Administrative Boundary

38. This study on the Political Involvement of Senior Staffing Decisions and on the Delineation of Responsibilities between Ministers and Senior Civil Servants depicts the way in which different countries have developed institutional arrangements. Nick Manning of the Secretariat presented this item, stressing that the report was a first and cautious attempt to scope the territory to explore future opportunities to develop this work further. The report tries to balance two concerns, namely, to avoid the extremes of a self-serving public service immune to political leadership, or an over-politicised public service hostage to patronage and serving partisan rather than national interests.

39. The discussion revolved around 3 key questions:

- Does a politically impartial civil service remain a fundamental requirement for effective policy making and service delivery?
- Is there sufficient common ground in the way that impartiality is approached to allow useful lessons to be learned between countries?
- Is the distinction between mainstream public servants and political advisors outside of the usual public service hierarchy useful?

40. Countries agreed that this was challenging report and congratulated the Secretariat on the presentation of such a sensitive study. They were in favour of further work in the future, with more in-depth studies to analyse the broader aspects and the impact on the different interest groups. There was agreement that it was beneficial to review different systems, and that the focus should be on outlining their pros and cons and not on rankings. Several countries expressed a strong interest to take part in this study.

41. The Chair concluded that the next steps for OECD work includes referring this project to the Expert Group on Conflict of Interest and the Public Employment Management Working Party to develop ideas to take it forward and to proceed, the publication of the revised report (taking into consideration the Committee's comments with a two-week turnaround period for comments) as part of the OECD Working Paper Series on Public Governance.

Item 11. E-Government as a tool for public sector transformation

42. Over the last decade ICT has been used as a for public sector transformation. In order to achieve this vision, e-government tools, along with more traditional change levers, are needed to enable governments to innovate, to better allocate internal resources, and change working methods and cultures in order to work more efficiently and effectively. The intended web publication on "E-Government as a tool for transformation" [GOV/PGC(2007)6] was presented by Yih-Jeou Wang of the Secretariat. He explained that the publication is intended to give OECD countries a deeper insight into transformation processes and their impacts, as well as tools to manage transformation, by highlighting: 1) common principles; 2) good practices (legal frameworks, organisational models and technical solutions); 3) impact measurement; and 4) implementation of good practices. By focusing on information and data sharing as a tool for public sector transformation, the report will provide OECD countries with an overview of the different ways and means for information and data sharing used in countries and the different sectors. Mr. Wang urged the countries which had not as yet completed the OECD questionnaire on e-government as a tool for transformation, to do so. This report together with the report "Benefits Realisation Management" itemized on the agenda for approval without discussion, will be published as web reports to allow them to be continually updated in this fast-changing area. Two other reports are in the pipeline: one on "User take-up of E-Government Services" for later in 2007; and "Partnerships across Levels of Government" is due for 2008.

43. Ms. Cass Chideock, Assistant Director in the Delivery and Transformation Group of the Cabinet Office in the United Kingdom, made a short presentation drawing on the UK's experience with the National Fraud Initiative which matches information across a large number of public organisations, and On-line Car Tax, one of the most popular UK e-government services which encompassing a sharing of information between industry, government and garages. These examples show how e-government and data sharing can improve efficiency and result in both savings for government and better public services. On the potential and limitations of e-government and data sharing, Cass Chideock pointed out that these were defined by the relationship between citizen and State. The State can only do so much to foster trust and confidence while we use more and more information sharing to delivery services. Increasing transparency

is essential, while at the same time a barrier needs to be respected to maintain privacy. She stressed the need for a change in the culture in the public service.

44. Countries congratulated the Secretariat on the report and agreed that such tools can help to provide quality services to citizens and minimize corruption. Some countries have evidently already taken strategic steps to use e-government whilst others are in the process of looking at how it could fit into the broader public modernization agenda. Delegates recognised the importance of collaboration and co-operation in service delivery among different levels of government. Mr. Wang said that the Secretariat would welcome additional comments and further country examples to broaden the collection of case studies.

45. The Chair concluded this session by complimenting the report.

Item 12. Other Business

46. The Chair brought the Committee's attention to two papers for approval without discussion:

- Integrity in Public Procurement. Good Practise from A to Z [GOV/PGC/ETH(2006)10/REV1]
- Benefits Realisation Management [GOV/PGC/EGOV(2006)11/REV1]

Committee members were given two weeks, until April 26, 2007, to comment, after which date these documents will be prepared for publication.

47. The Room document entitled "Performance based arrangements for senior civil servants" [GOV/PGC/RD(2007)], serves as an advance copy for the final version of which, together with the French translation, will be sent out shortly by email to Committee members for comment.

48. The dates of the next meeting were announced as the 16-17 October 2007.

49. The Chair thanked the Secretariat and the interpreters and closed the 35th session of the Public Governance Committee.

**Final Participants List / Liste finale des participants
35th Session of the Public Governance Committee (PGC)/
35ème session du Comité de la gouvernance publique (PGC)**

12/4/2007 - 13/4/2007

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