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**PUBLIC GOVERNANCE DIRECTORATE
PUBLIC GOVERNANCE COMMITTEE**

Declaration on Building Trust and Reinforcing Democracy

Meeting of the OECD Public Governance Committee at Ministerial Level
Luxembourg, 18 November 2022

Declaration adopted at the meeting of the Public Governance Committee at Ministerial Level.

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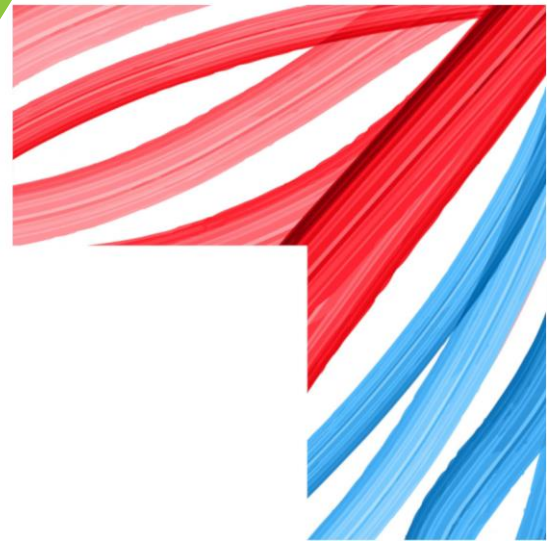
Action Plans GOV/PGC(2022)27/REV1

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Declaration on Building Trust and Reinforcing Democracy

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Background Information

The Declaration on Building Trust and Reinforcing Democracy was adopted 18 November 2022 on the occasion of the Ministerial meeting of the OECD Public Governance Committee (PGC) held in Luxembourg. At the meeting, Ministers discussed the main governance challenges facing democracies identified as part of the OECD Reinforcing Democracy Initiative: i) combating mis- and dis-information, ii) enhancing representation, participation and openness in public life and iii) embracing the global responsibilities of governments and building resilience to foreign influence. Ministers also discussed the major cross-cutting challenges of climate and democracy, and digitalisation and democracy.

The Declaration establishes the OECD's agenda on reinforcing democracy and strengthening trust in public institutions, as a community committed to the preservation of individual liberty, the values of democracy, the rule of law and the protection of human rights in line with Members' vision for the OECD for the next decade [[C/MIN\(2021\)16/FINAL](#)].

To this aim, Ministers welcomed three OECD Action Plans on Public Governance for Combating Mis-information and Dis-information; Participation and Representation, and its Annex on Gender Equality, and on Governing Green, and invited the OECD, through the PGC, to support their implementation efforts.

Ministers also welcomed the transformation of the [Global Forum on Public Governance](#) into the OECD Global Forum on Building Trust and Reinforcing Democracy and the launch of the OECD DIS/MIS Information Resource Hub. They called on the OECD to continue to monitor and analyse the drivers of trust in public institutions through the biennial OECD Survey on the Drivers of Trust in Public Institutions; develop the Gateway to Reinforcing Trust; introduce the OECD Public Governance Monitor; and develop an OECD Recommendation on the design of government services to effectively improve people's experiences including through life events.

For further information please consult the PGC Ministerial meeting website: <https://www.oecd.org/governance/reinforcing-democracy> or contact PGCMinisterial@oecd.org.

WE, THE MINISTERS AND REPRESENTATIVES of Australia, Austria, Belgium, Bulgaria, Canada, Chile, Colombia, Costa Rica, Croatia, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, Korea, Latvia, Lithuania, Luxembourg, Mexico, the Netherlands, New Zealand, Norway, Peru, Poland, Portugal, Romania, the Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Türkiye, the United Kingdom, the United States, and the European Union, met in Luxembourg on 18 November 2022 for the meeting of the Public Governance Committee (PGC) at Ministerial level on the overarching theme of “Building Trust and Reinforcing Democracy”, under the leadership of Luxembourg as Chair, and with Colombia, France, Lithuania and the United States as Vice-Chairs, to discuss action to strengthen trust in public institutions and tackle the key public governance challenges to democracy.

WE CONDEMN Russia’s unjustifiable, unprovoked and illegal war of aggression against Ukraine in the strongest possible terms as a flagrant violation of international law that shakes the very foundation of the international order, in line with the 2022 OECD Ministerial Council Statement, **RECALL** the decision of the OECD Council of 8 March 2022 to immediately suspend the participation of the Russian Federation and Belarus in OECD bodies, and **HIGHLIGHT** the need to uphold democratic values and support democracies in countering aggressions and threats.

WE STAND IN SOLIDARITY with the people and the democratically elected government of Ukraine and will continue to support them through our work on public administration modernisation and reinforcing democracy.

WE RECALL the [OECD 60th Anniversary Vision Statement](#) which highlights that the OECD is a like-minded community, committed to the preservation of individual liberty, the values of democracy, the rule of law and the protection of human rights and the need to guard against threats to democracy and to combat disinformation, and the 2022 OECD Ministerial Council Statement in which Ministers agreed to work towards consolidating the economic and social foundations of democracy.

WE ACKNOWLEDGE the many long-running international and regional efforts aimed at strengthening democracy in other fora, including the recent Ninth Summit of the Americas, the Summit for Democracy and related Year of Action hosted by the United States, the 2022 G7 presided by Germany, and **WE HIGHLIGHT** the opportunities for co-operation and the importance of complementarity of these efforts.

WE RESTATE our shared commitment to the core values of democracy, including respect for human rights and fundamental freedoms, free and fair elections and the integrity of electoral systems, respect for the rule of law, the separation of powers, the independence of the judiciary, transparency, integrity and accountability in the public sector, and an enabled and protected civic space.

WE REAFFIRM that democracy remains the system of government best placed to ensure inclusive, prosperous, sustainable and peaceful societies through constant self-assessment and self improvement.

WE STRESS that in the current socioeconomic, climate, digital and geopolitical environment, the democratic model of government needs to be both deepened and protected.

WE COMMIT to:

- Reinforce, promote and strengthen the foundations of democracies acknowledging that they should rise to the challenges of growing and changing citizens’ expectations in terms of representation, responsiveness, open government, and integrity of institutions, as well as green policies including through innovative approaches in the public sector.
- Strengthen the resilience of our democratic systems to address declining trust in public institutions, political disengagement and polarisation, as well as rising mis and dis-information and other sources of destabilisation.
- Maintain open government as a core element of our democratic systems, while continuing our ongoing and open dialogue on public governance with non-OECD Members, with a view to maintaining peace, stability and free flows of goods, services as well as data and information flows.

- Continue efforts to build professional, effective and efficient public institutions, and high-performing leadership and civil servants in support of stronger democracies.

WE WELCOME the transformation of the Global Forum on Public Governance to the [OECD Global Forum on Building Trust and Reinforcing Democracy](#) as a platform to share knowledge, assess and improve public governance to meet the challenges facing democracies going forward.

Trust in public institutions

WE RECOGNISE that renewed efforts to build trust in public institutions are essential for the future of democracies.

WE WELCOME the key findings from the *OECD Survey on the Drivers of Trust in Public Institutions* as a call to strengthen action to place trust at the centre of policies to deliver better for citizens and reinforce democracy.

WE INVITE the OECD, through the PGC, to support our efforts in this regard by:

- Continuing to monitor and analyse the drivers of trust in public institutions through the biennial OECD Survey on the Drivers of Trust in Public Institutions.
- Developing a *Gateway to Reinforcing Trust*, to sit within the Global Forum on Building Trust and Reinforcing Democracy, to leverage the survey results to support countries in taking concrete action to build trust and track progress over time.
- Introducing the *OECD Public Governance Monitor* as a new tool to support countries step-up public governance systems and reform priorities.
- Developing an OECD Recommendation on the design of government services to effectively improve people's experiences including through life events, making these services more effective and equitable, in order to reduce administrative burden, enhance access, increase satisfaction and –ultimately– people's trust in government institutions.

Combating Mis-information and Dis-information through a whole-of-society approach

WE RECOGNISE that free, pluralistic and resilient media and information ecosystems are critical for democracies.

WE COMMIT to address mis- and dis-information while protecting freedom of speech.

WE WELCOME the launch of the *OECD DIS/MIS Information Resource Hub*, to sit within the Global Forum on Building Trust and Reinforcing Democracy, to facilitate a comprehensive approach to action among governments, media and civil society organisations on mis- and dis-information.

WE WELCOME the [OECD Action Plan on Public Governance for Combating Mis-information and Dis-information](#), approved by the PGC on 5 October 2022 as set out in Annex A, and invite the OECD, through the PGC, to support our efforts towards its implementation.

Enhancing participation, representation and openness

WE RECOGNISE that strong citizen and stakeholder participation, public integrity, inclusive representation, openness, quality evidence and accountability are essential backbones of democratic governance and necessary to support trust in public institutions.

WE COMMIT to strengthening participation, combating undue influence on government policies and improving and promoting inclusion in civic and democratic processes and decision making, as well as within the civil service, including women, youth and other underrepresented groups in society.

WE WELCOME the OECD Recommendation on Creating Better Opportunities for Young People [[OECD/LEGAL/0474](#)] adopted by the Council at its 2022 meeting at Ministerial level and upcoming efforts to support its implementation.

WE WELCOME the OECD's work to support the implementation of the OECD Gender Recommendations [[C/MIN\(2022\)7](#)].

WE WELCOME the [OECD Action Plan on Participation and Representation](#) and its Annex on Gender Equality, approved by the PGC on 5 October 2022 as set out in Annex B, and invite the OECD, through the PGC, to support our efforts towards its implementation in particular by furthering the forthcoming *OECD Open, Participatory and Representative Government Index*.

Embracing the Global Responsibilities of Public Institutions

WE RECOGNISE that democracies face global challenges of increasing magnitude and complexity, including tackling climate change and loss of biodiversity, as well as foreign interference by non-democratic actors.

WE ALSO RECOGNISE that the capacity of public institutions and workforces and other actors to anticipate these challenges and respond to them is critical for the future of democracy.

WE INVITE the OECD, through the PGC, to support our collaborative efforts to reinforce administrative and technical capacities to ensure that public institutions and public workforces are fit to anticipate and address global responsibilities and challenges including by developing an *OECD Action Plan on Stronger Open Democracies in a Globalised World* in the next 18 months.

Governing Green

WE RECOGNISE the key role of public governance to take strong and urgent transformative action on climate and sustainable development and the need to build consensus and trust, including through meaningful participatory processes, for delivering internationally-agreed global goals, such as those contained in the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change in this decade for action.

WE UNDERSCORE that we need innovative and whole-of-government approaches to address these urgent challenges, upskilling the civil service and ramping-up public governance tools, including public procurement and infrastructure planning, investment and delivery, green budgeting and regulation.

WE RECOGNISE that green action and adaptation is a shared responsibility – and one where government can lead by example, taking assertive measures to transform itself to face environmental challenges and strengthen resilience across society, including for the most vulnerable.

WE WELCOME the [OECD Action Plan on Governing Green](#), approved by the PGC on 5 October 2022 as set out in Annex C, and invite the OECD, through the PGC, and working with other relevant OECD committees, to support our efforts towards its implementation, including by furthering common approaches to definitions and measurement.

Transforming Public Governance for Digital Democracy

WE RECOGNISE the need for institutions to further adjust and adapt to the digital age and take full advantage of the new channels for public debate and participation, transparency, openness, accountability and oversight of public institutions, while striving to enhance digital literacy and inclusion.

WE COMMIT to act on the risks that have appeared regarding the preservation of the values of democracy and the defence of human rights as well as the rights of minorities and vulnerable groups, destabilised information ecosystems and polarisation, and commit to strengthen institutions to address those risks.

WE INVITE the OECD, through the PGC, to support our efforts to ensure that the benefits of digital for democracy are fully harnessed while its risks are addressed, including through the development of an Action Plan on Digital Democracy to be developed in the next 18 months.

ANNEX A. ACTION PLAN ON PUBLIC GOVERNANCE FOR COMBATING MIS- AND DISINFORMATION¹

The following are the key public governance areas for governments in OECD countries to reinforce their efforts in order to prevent and combat mis- and disinformation, building on the PGC's work and on existing and future work of relevant OECD committees.

Key area 1 – Implementing government policies to build more resilient societies against mis- and disinformation

Expand on and create new partnerships with non-governmental and international organisations to build resilience to the spread of false and misleading information by:

- Mapping mis- and disinformation threats, and expanding on efforts to collaborate systematically with non-government partners to exchange information and good practices, such as around fact-checking efforts and developing effective messages and responses; and
- Building on efforts to implement innovative tools to help prevent the spread of mis- and disinformation, such as through collaborations focused on debunking and “pre-bunking”.

Build capacity for more proactive, responsive and effective public communication in counteracting mis- and disinformation by:

- Supporting the institutionalisation of the public communication function, using appropriate channels and delivering clear and tailored messages to strengthen governments' abilities to spread evidence-based narratives, provide timely and relevant information;
- Gathering and utilising audience insights, innovative use of behavioural insights, and the evaluation of communication initiatives to ensure the provision of inclusive, relevant and responsive messages, while respecting the highest ethical standards; and
- Promoting engagement with the public to inform communication activities that reach all segments of society and mitigate the spread of mis- and disinformation.

Pursue a whole-of-society approach to strengthening media and information ecosystems by:

- Exploring innovative solutions to limit the spread of mis- and disinformation, for example by supporting research related to how mis- and disinformation is created and spread, why and by whom, and which responses are most effective;
- Improving media and information literacy through awareness campaigns and civic and digital education to build individuals' resilience to mis- and disinformation; and
- Analysing lessons from other policy areas (e.g. cyber threats) and other countries how governments can support and engage with independent civil society, media, and academia.

¹ This document has been approved by the Public Governance Committee on 5 October 2022 [[GOV/PGC\(2022\)27/REV1](#)].

Key area 2 – Support the design of policy and regulatory measures to increase transparency and data sharing to prevent the spread of mis- and disinformation

Promote data transparency of online platforms to build greater understanding of mis- and disinformation narratives and how such content spreads by:

- Exploring the development of possible policy frameworks that facilitate the sharing of/access to relevant data of online platforms, whilst providing privacy safeguards to guarantee individuals' civil liberties;
- Requiring more transparency on beneficial ownership registries and disclosure of the companies or individuals sponsoring certain content; and
- Increasing transparency around sources and targeting of political advertisements in order to help improve understanding of information flows, prevent undue influence and shed light on disinformation campaigns that seek to increase polarisation and limit political discourse.

Improve transparency of the processes and mechanisms used by online platforms to moderate content and shape information flows:

- Developing disclosure requirements regarding the role of algorithms and how digital platforms use artificial intelligence systems;
- Encouraging platforms to provide clearer guidance and information on content moderation activities, standards and terms of service, including clear procedures regarding actions taken against users who violate social media rules on spreading mis – and disinformation; and
- Building transparent and constructive relationships with platforms to monitor, flag and respond to the use of bots and coordinated inauthentic behaviour.

Key area 3 – Identify regulatory and policy responses that reduce economic and structural drivers of mis- and disinformation

Promote more responsible behaviour of online platforms by:

- Requiring companies to conduct due diligence activities or risk assessments to identify and address potential false and misleading content on their platforms, while maintaining freedom of speech and expression; and
- Leveraging competition measures, promoting a fairer business environment, encouraging opportunities for new services to enter the market and conducting additional analysis on the potential impact of regulations on innovation.

Develop and apply lessons, including analysing potential market and financial consequences for business, from regulatory responses and approaches undertaken in other sectors by:

- Analysing regulatory models and insights from other similar and/or rapidly evolving markets, particularly with regards to promoting the independence of and collaboration and engagement between regulatory agencies that have a role to play in preventing the spread of mis- and disinformation (e.g. those focused on media, electoral issues, markets and trade, cyber security etc.); and
- Identifying new ways of working and, where needed, creating new regulatory bodies and agencies while maintaining freedom of speech and expression, efforts may include:

- Exploring co-regulatory processes, such as regulatory sandboxes, designed to help governments better understand new technologies and implications and provide more flexible approaches, and analysing consequences related to regulatory options;
- Promoting and maintaining a diverse and independent media sector to help ensure the free flow of information, as well as establishing independent mechanisms by which to support not-for-profit foundations, local and public service media.

Working collectively through the OECD

- Collective work through the creation of the OECD DIS/MIS Resource Hub, taking into account the expertise of different OECD policy communities with various mandates and work programmes. The Hub will provide a space to share and learn about whole-of-society approaches to help build long-term resilience of democracies and their media and information ecosystems to mis- and disinformation. The Hub will partner with and complement other international initiatives, while avoiding overlap or duplications. Specifically, the OECD DIS/MIS Resource Hub will:
 - Host regular engagement opportunities via the **OECD Expert Group on Preventing and Combatting Mis- and Disinformation**. The Expert Group will help develop greater understanding and policy advice regarding the design of effective policy and institutional responses to ensure the long-term resilience of democracies against mis- and disinformation;
 - Facilitate a comprehensive dialogue for action between governments, independent regulators, media, civil society and private sector organisations;
 - Establish and continually update a **disinformation policy catalogue**, drawing in part on good practices identified in the Expert Group, to collect government initiatives, tools and policies currently in place to prevent and mitigate risks of mis- and disinformation; and
 - Develop an **OECD Report on Public Governance Responses to Mis- and Disinformation** to advance policy making and build consensus around good practices within the context of broader efforts to reinforce democracy. Such analysis will inform policy guidance and support Members in their efforts to tackle the multifaceted nature of mis- and disinformation and identify new engagement mechanisms with non-government partners.

ANNEX B. ACTION PLAN ON ENHANCING REPRESENTATION, PARTICIPATION AND OPENNESS IN PUBLIC LIFE¹

The following are the key public governance areas for governments in OECD countries to reinforce their efforts in order to enhance representation, participation and openness in public life, building on the PGC's work and on existing and future work of relevant OECD committees.

Key Area 1 – Creating Opportunities for Inclusive Public Participation and Deliberation

Promote a more structured and institutionalised approach to participation and deliberation by:

- Identifying opportunities, areas and levels of government where participative and deliberative processes can be established in policymaking, public decision making, and service design and delivery, and enhancing existing mechanisms, such as social dialogue;
- Encouraging the involvement of citizens and stakeholders in such a way as to ensure that their contributions have more transparent and measurable impacts, and by regularly evaluating those processes;
- Moving away from an ad hoc approach towards identifying appropriate opportunities to institutionalise participative and deliberative processes so as to ensure effective and quality support to existing policymaking and decision-making mechanisms of the executive and elected bodies;
- Designing citizen participation and deliberation processes in a way that breaks down barriers to participation and encourages people to take part;
- Fostering a culture of, and building capacities for, participation and deliberation in the civil service and in society at large by, for example, including relevant objectives in existing Open Government Action Plans or, when relevant, developing a national Democracy Strategy;
- Providing up to date, useful and reliable data to citizens, ensuring that access to information requests are answered quickly and completely with a transparent use of exceptions, a clear appeals process; and
- Communicating with and listening to citizens through online and offline channels, while using the same channels to foster dialogue.

Protect and promote civic space as a precondition for public participation and deliberation by:

- Advancing a comprehensive approach to protecting civic space guided by a clear policy position on the value and importance of engaging with civil society in policymaking and decision-making, to ensure that actions across government are co-ordinated;
- Strengthening the implementation of civic freedoms and rights in line with relevant international standards, and fostering accessible and independent oversight and complaints mechanisms to counter and reduce violations of civic space rights;
- Enabling access to redress mechanisms to ensure protection of civic freedoms and rights linked to democratic participation and empowering citizens to claim their rights;

¹ This document has been approved by the Public Governance Committee on 5 October 2022 [[GOV/PGC\(2022\)27/REV1](#)].

- Addressing discrimination, exclusion, and marginalisation, that disproportionately affect certain groups and act as an obstacle to equal participation; and
- Fostering informed and vibrant public debate by supporting and protecting healthy online and offline information ecosystems, including by safeguarding and promoting the right to access data and information, supporting national and local media and protecting journalists (see action plan on Combating Mis- and dis-information).

Key Area 2 – Strengthening Democratic Representation

Make executives and elected bodies more diverse and representative of the population by:

- Facilitating better representation of women, young people and other under-represented groups through the identification of barriers to their representation and the implementation of appropriate measures, including by assessing the impact of electoral systems to inclusive representation.

Promote integrity in democratic institutions and elected officials by:

- Strengthening government integrity systems, including in electoral processes by increasing transparency of the financing of political parties and election campaigns and countering foreign interference; and
- Cultivating a culture of political integrity, in particular by setting clear standards, oversight and accountability mechanisms for elected and appointed officials.

Address undue influence on government policy by:

- Ensuring transparency on who is influencing government policies through lobbying and all other forms of influence, including through digital means;
- Strengthening integrity standards for public officials tailored to the risks of undue influence; and
- Engaging with the private sector and civil society to promote their adherence to transparency and integrity standards in their relationship with government.

Foster a diverse, representative, and responsive civil service by:

- Strengthening diversity in the public sector workforce, as well as inter-generational learning between older and younger employees;
- Providing training and skills, as well as developing concrete and applicable goals for an open and participatory civil service that would enable it to be more responsive;
- Taking stock of barriers in the pipeline for senior management positions and horizontal segregation to enable balanced representation of diverse societal groups across all decision-making levels; and
- Monitoring progress through concrete targets measured through more data collection and use.

Deliver on the promise of more inclusive policies by:

- Developing explicit provisions to support the integration of the needs of underrepresented groups into policy making through strengthened mainstreaming processes; and

- Improving the availability and use of diversity-related data and evidence, and documenting the policy impacts of and lessons learned from its use.

Working collectively through the OECD

- Collect data, regularly take stock of progress and undertake comparative analyses of the experiences and good practices of countries (at national, regional and local level) in strengthening participation representation and openness, including, for example, by furthering the forthcoming **OECD Open, Participatory and Representative Government Index** and the analysis in specific public governance areas.
- Monitor people's perception of opportunities for participation and representation and assessment of government's responsiveness and openness to people's needs and wants through the **OECD Survey on the Drivers of Trust in Public Institutions**.
- Strengthen the professionalisation of the public communication function by connecting policy analysis, data collection, training and peer-to-peer exchange for an effective, citizen-centred public communication function.

Box A. Pillar 2 Additional focused Action Plan on Gender Equality

To support the implementation of the relevant OECD Gender Recommendations [[C/MIN\(2022\)7](#)], and with a view to enable women's full representation and participation in public life:

Establish adequate capabilities, expertise and capacities within public institutions to close persistent gender gaps that hamper women from diverse backgrounds from fully participating in public life, by:

- Collecting high-quality, timely and reliable data and evidence disaggregated by gender and other characteristics under a strategic framework and through a co-ordinated approach between various data producers and users;
- Applying such evidence to inform public policy decisions and adapt governance tools to reduce barriers to gender equality, and address potential gender bias and all forms of discrimination, with an intersectional lens;
- Improving the understanding of how public policy decisions are influencing gender equality outcomes, based on gender stereotypes, negative social norms and biases;
- Ensuring the implementation of gender equality objectives, including in the area of full, equal and meaningful participation, leadership and representation at all levels, by enhancing transparency, accountability, monitoring and oversight; and
- Assigning clear responsibilities and establishing the necessary structures to improve access to redress mechanisms and justice, to tackle overt or implicit gender bias and all forms of discrimination in all government action.

Eliminate all barriers to women and girl's full, equal and meaningful representation, leadership and participation in public life and potential bias and discrimination, by:

- Ensuring fair pay and transparency;
- Taking measures to tackle all forms of violence and harassment both online and offline;
- Undertaking concrete steps to remove structural barriers and systemic disadvantages faced by women and girls;

- Developing innovative behavioural responses in addressing social biases and negative social norms within public institutions; and
- Adopting inclusive laws, policies and practices in public institutions, including in elected bodies.

Facilitate equal access to leadership in public life, including in politics, by:

- Strengthening leadership skills to promote gender equality and empower women and girls;
- Using a mix of mandatory and voluntary measures, incentives, and sanctions; and
- Making public commitments to promote women's leadership.

Remove all barriers, both overt and implicit, from legal or policy frameworks to close gender gaps and compounding inequalities as well as address all stereotypes, gender-based violence and sexual harassment, which hamper women's and girls' representation and participation in public life.

Working collectively through the OECD

- Continuing supporting Members through a whole-of-government lens to implement the OECD Gender Recommendations in particular on Gender Equality in Public Life through strengthening existing lines of work including comparative analyses and tailored country work; as well as by strengthening work to build government capacities for the collection and use of data and evidence disaggregated by gender and other characteristics, gender analysis and robust recourse and measurement mechanisms;
- Deepening analysis and mainstream gender across all pillars and horizontal themes of the Reinforcing Democracy Initiative;
- Strengthening collaboration between OECD committees, as relevant, to advance gender mainstreaming across all policy areas with a view to reinforce governments' capacities and capabilities to address gender gaps in all spheres of professional life, in leadership, in green and digital governance, in care economy, and eliminate gender-based violence, negative social norms and all stereotypes with an intersectional lens, including by hosting annual flagship events; and
- Integrating a gender perspective across all the Public Governance Committee's surveys and reports.

ANNEX C. ACTION PLAN ON GOVERNING GREEN¹

The following are the key public governance areas for governments in OECD countries to reinforce their efforts in order to govern green, building on the PGC's work and on existing and future work of relevant OECD committees.

Key area 1 – Steering and building *consensus* and trust for delivering green in the next decade

- Promote meaningful and two-way dialogue that enhances opportunities for stakeholder exchange and promotes effective citizen participation in the decision-making process for climate action and the green transition, including through innovative processes such as deliberative democracy mechanisms. (See Action Plan on Participation and Representation).
- Ensure that climate and environmental governance institutions meet integrity and transparency standards and have the expertise and tools to ensure lobbying and other influence activities concerning climate policy design and implementation do not undermine international and domestic climate commitments.
- Ensure that governance mechanisms are in place to ensure a co-ordinated and coherent approach to address climate change and other environmental threats across the whole of government, using centres of governments to effectively steer and set strategies promoting co-ordination among different government actors.
- Pursue holistic public communications efforts to support the timely and effective sharing of information and data around climate change and other environmental pressures and develop strategies for preparedness and prevention of mis- and dis-information on environmental threats and policy responses (See Action Plan on Public Governance for Combating Mis- and Dis-information).
- Reinforce the capacity of the justice system to resolve environmental claims and enforce environmental commitments, including through dispute resolution mechanisms.
- Establish effective, open and transparent accountability mechanisms to monitor and disclose government progress in implementing its national and international commitments for action on climate.
- Strengthen government global climate and other environmental competences, boosting civil service capacities, establishing adequate mechanisms to ensure that global issues are considered across government and considering a stronger global perspective in rulemaking through international regulatory co-operation.
- Promote the collection of evidence on people's trust in climate policies to inform decision making and strengthen public support and acceptability for green reforms.

Key area 2 – Using the right tools for climate and environmental action

- Adopt and expand green budgeting practices to improve the consistency of public revenue and expenditure with climate and environmental goals.
- Ensure that regulations are aligned with green goals by promoting the systematic use of regulatory management tools (including RIA, ex post assessment and stakeholder consultation) that take into account climate and environmental impacts.

¹ This document has been approved by the Public Governance Committee on 5 October 2022 [[GOV/PGC\(2022\)27/REV1](#)].

- Link major infrastructure decisions and plans with climate and environmental objectives, including by developing long-term strategic infrastructure plans that align with commitments on environmental protection and climate change mitigation as well as adaptation, and by promoting comprehensive socioeconomic assessment of projects.
- Expand the use of green public procurement ensuring, to the extent possible, that all participants in the supply chain for public contracts meet environmental rules and standards, and improve the measurement of the impact of green procurement practices.
- Enable public institutions and economic and network regulators to promote environmental action through mandates, funding, tools and governance arrangements that allow them to achieve environmental goals.
- Promote green competencies, skills and leadership practices in government that allow them to mainstream awareness and consideration of the environmental impacts of all government policies and action and ensure environmental stewardship by government.
- Use innovative governance approaches, including mission-oriented innovation and anticipatory governance mechanisms, to inform climate and environmental decision-making and policies.
- Use behavioural insight approaches to ensure the effective design and implementation of green policies considering behavioural barriers and biases in all the stages of policy making, including assessment.
- Build capacities to anticipate and prioritise climate-related risks and co-ordinate whole-of-society preparedness, including by incorporating climate change into national risk assessments.

Key area 3 – Leading by example – a greener and more resilient public sector

- Collect data and improve reporting on the environmental footprint of government real property and operations, including GHG emissions.
- Develop whole-of-public-sector strategies to promote green operations and the achievement of climate and environmental goals, targeting government assets and real property, services, and procurement of goods and services, and aligning internal operation policies with these goals, while enhancing public sector operations for adaptation.
- Implement climate-friendly work arrangements and systems for the public sector workforce.
- Strengthen the resilience of the public sector workforce, ensuring continuity of operations and business during disruptions.
- Invest in sustainable and green digital infrastructure for the public sector to reduce CO₂ emissions and public sector's demand for natural resources (i.e. scarce minerals) and enhance adaptation to climate change, and take action to address the potential environmental impact of public sector digital and data infrastructure.

Working collectively through the OECD

- Continuing to collect evidence and carrying out comparative analysis of the experience and good practices on institutional set-ups and public governance tools (budgeting, regulatory policy, procurement, infrastructure governance, audit and evaluation, risk governance, public innovation, policy coherence and centre of government steering

and institutional set-up) to steer and manage the climate transition and environmental challenges.

- Having a focus in the **OECD Public Governance Reviews and related and new types of country reports** on helping countries identify and review the capacity of government to steer the transition and the public governance tools available for that purpose.
- The **OECD Survey on Drivers of Trust in Public Institutions** could increase the collection of data that will help governments strengthen trust in government to steer and manage the transition.
- Developing OECD guidelines on transparency and integrity in climate and other environment-related lobbying and avoiding undue influence to support governments in identifying the extent to which influence activities align with international commitments.

About the OECD

The OECD is a unique forum where governments work together to address the economic, social and environmental challenges of globalisation. The OECD is also at the forefront of efforts to understand and to help governments respond to new developments and concerns, such as corporate governance, the information economy and the challenges of an ageing population. The Organisation provides a setting where governments can compare policy experiences, seek answers to common problems, identify good practice and work to co-ordinate domestic and international policies.

The OECD Member countries are: Australia, Austria, Belgium, Canada, Chile, Colombia, Costa Rica, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, Korea, Latvia, Lithuania, Luxembourg, Mexico, the Netherlands, New Zealand, Norway, Poland, Portugal, the Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Türkiye, the United Kingdom and the United States. The European Union takes part in the work of the OECD.

OECD Legal Instruments

Since the creation of the OECD in 1961, around 460 substantive legal instruments have been developed within its framework. These include OECD Acts (i.e. the Decisions and Recommendations adopted by the OECD Council in accordance with the OECD Convention) and other legal instruments developed within the OECD framework (e.g. Declarations, international agreements).

All substantive OECD legal instruments, whether in force or abrogated, are listed in the online Compendium of OECD Legal Instruments. They are presented in five categories:

- **Decisions** are adopted by Council and are legally binding on all Members except those which abstain at the time of adoption. They set out specific rights and obligations and may contain monitoring mechanisms.
- **Recommendations** are adopted by Council and are not legally binding. They represent a political commitment to the principles they contain and entail an expectation that Adherents will do their best to implement them.
- **Substantive Outcome Documents** are adopted by the individual listed Adherents rather than by an OECD body, as the outcome of a ministerial, high-level or other meeting within the framework of the Organisation. They usually set general principles or long-term goals and have a solemn character.
- **International Agreements** are negotiated and concluded within the framework of the Organisation. They are legally binding on the Parties.
- **Arrangement, Understanding and Others:** several other types of substantive legal instruments have been developed within the OECD framework over time, such as the Arrangement on Officially Supported Export Credits, the International Understanding on Maritime Transport Principles and the Development Assistance Committee (DAC) Recommendations.