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DESCRIPTION OF MAJOR PUMA ACTIVITIES AND OUTPUTS

January 2000 through March 2001

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DESCRIPTION OF MAJOR PUMA ACTIVITIES AND OUTPUTS :
JANUARY 2000 THROUGH MARCH 2001

1.	Centre of Government Network
Outputs in 2000 – March 2001	<ul style="list-style-type: none"> • 2000 meeting in Budapest with a back-to-back meeting of officials from non-member countries, invited on a regional level (5-7 October 2000). • 2001 COG meeting of Member countries will take place in October / early November 2001 (host country to be determined in early-2001).
Communications Strategy	<ul style="list-style-type: none"> • Target audience: High level officials from the centres of government of Member countries. • Message: Unique forum at this level - Aims at making the centre of national government work effectively, understanding decision and policy-making systems in the host country, and working on broad governance issues. • Instrument: Exchange of experience, retreat with peers, consideration of major governance issues.
Links to 2001/2002 PWB	This is an on-going network.

2.	Strengthening Government-Citizen Connections
Outputs in 2000 – March 2001	<p>Fifth meeting of the Working Group (30 November - 1 December 2000) to discuss case studies launched in 2000 (e.g. Norway, Czech Republic) and to review outline of the final report. Completion date: first quarter 2001.</p> <ul style="list-style-type: none"> • Four case studies completed: Belgium (Flanders), Czech Republic, Norway, Korea • Handbook for Engaging Citizens in Policy-making launched (for PUMA Outreach)
Communications Strategy	<ul style="list-style-type: none"> • Target audience: government officials, policy analysts, civil society organisations (in both OECD Member countries and non-members). Message: Learning from others - a comparative review of OECD country policies and practices for strengthening government-citizen connections, including the use of IT. Instrument: Final Report (hard copy and on-line). • Target audience: government officials in OECD Member countries. Message: Sharing experience among peers. Instrument: Electronic Discussion Group with restricted access (OLISnet) • Target audience: high-level decision-makers and government officials in OECD countries. Message: Applying policy lessons. Instrument: Policy Brief (hard copy and on-line) and press release.
Links to 2001/2002 PWB	Theme 5, "Strengthening Relations between Government and Civil Society" will build on work to date and focus on public consultation in policy-making and the role of civil society organisations (CSOs).

3.	Ethics Survey
Outputs in 2000 – March 2001	<p>Completion of the ethics survey as part of the implementation of the 1998 Recommendation on Improving Ethical Conduct in the Public Service. The OECD meeting of Council at Ministerial level received the summary of the survey report in June.</p> <ul style="list-style-type: none"> • A new style PUMA Policy Brief entitled <i>Building Public Trust: Ethics Measures in OECD Countries</i> published in September. • An OECD flagship book, <i>Trust in Government: Ethics Measures in OECD Countries</i>, published mid-October. • Contributions to other leading OECD products include a chapter in the OECD flagship book on <i>No Longer Business as Usual</i> and a section in the 8-page OECD Policy Brief on <i>The Fight Against Bribery and Corruption</i>, and an article in the special issue of <i>OECD Observer</i>. • Background papers based on the survey were provided to facilitate the discussions at international gatherings, such as the OECD High-level Seminar on Partnerships in Governance: Common Responses to the Challenges of Globalisation in Paris and the II Global Forum on “A Democratic State and Governance in the Twenty First Century” in Brasilia in May 2000.
Communications Strategy	<ul style="list-style-type: none"> • Target audience received tailored outputs: <ul style="list-style-type: none"> - Senior policy-makers (PUMA Policy Brief, summary of report) - Professional audience (OECD flagship books, background papers, articles) - Wider public (OECD Policy Brief and Observer) • Message: first of its kind overview on recent challenges and measures in ethics management in all 29 OECD countries, policy directions for decision-makers, tool for self-evaluation; • Instrument: <ul style="list-style-type: none"> --Survey report is cited on the front page of the Communiqué of the OECD Council meeting at Ministerial level. --OECD news release, flyers and media seminar on the flagship books; promotion of outputs on the OECD homepage and by the redesigned PUMA ethics Web site. In addition, an OECD portal page on corruption and ethics was launched in co-operation with other OECD directorates. --Dedicated workshop lead by PUMA and a plenary discussion with the participation of Deputy-Secretary General Sally Shelton-Colby presented the outcomes of the report in the annual ethics conference on “Ethics in the New Millennium - Bridging the Public and private Sectors” in late September in Ottawa.
Links to 2001/2002 PWB	The survey provides a basis for work on theme 2, “Enhancing public sector capacity” (Professional Standards and Ethics) and theme 4, “Increasing government transparency and accountability” (Institutional Mechanisms for Transparency and Accountability).

4.	Publication on Symposium, Government of the Future: Getting From Here to There
Outputs in 2000 – March 2001	Book summarising the findings of the OECD Symposium, Government of the Future: Getting From Here to There , held in Paris September 14-15, 1999. The book provides a synthesis of presentations, discussions and case studies covered at the Symposium and also includes the original discussion papers – Publication in December 2000.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: high-level government officials, change agents implementing reform and interested observers of public management reform. • Message: Future challenges for government; strategic decision-making for reform development and implementing and sustaining reforms through change management. • Instrument: book and conference presentations. Presentations of Symposium findings have been made to delegations from France, Mexico and Thailand.
Links to 2001/2002 PWB	Symposium publication will provide a basis for continued work on theme 1, “Improving Government Coherence” (strategic planning); theme 2, “Enhancing Public Sector Capacity” (leadership); theme 5, “Strengthening Relations Between Government and Civil Society” (communications) and the horizontal programmes of e-government and governance outreach.

5.	Executive - Legislature Relations
Outputs in 2000 – March 2001	<p>OECD Report on "Parliamentary Procedures and Relations" [PUM/LEG(2000)2] based on 24 country responses presented by the Secretary General to President Luciano Violante (Speaker of Italian Chamber of Deputies) on the occasion of the Conference of Speakers of EU Parliaments (22-24 September 2000). The report will be updated to include all responses received to date from 28 OECD Member countries and the European Parliament for publication by the end of 2000.</p> <p>Final version of the OECD Report on "Parliamentary Procedures and Relations" [PUM/LEG(2000)2/REV1] produced based on 28 country responses and feedback from legislatures in OECD Member countries.</p>
Communications Strategy	<ul style="list-style-type: none"> • Target audience: government and parliamentary officials, (in OECD Member and non-member countries). • Message: Executive-legislature relations are an element of good governance - a comparative review of OECD Member country approaches to managing relations between Executive and Legislature for improving the quality of legislation, the use of public resources and parliamentary oversight will highlight good practice. • Instrument: Publication as part of the <i>OECD Papers</i> series (January 2001 issue).
Links to 2001/2002 PWB	This initial survey will contribute to Theme 4 "Increasing Government Transparency and Accountability" with regard to the role of parliamentary scrutiny and oversight.

6.	Outcomes Management and Budgeting
Outputs in 2000 – March 2001	Expert meeting held at the OECD on 18-19 January 2001.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Ministries of Finance, National Audit Offices, Parliaments, Central government agencies, Big sectoral agencies. • Message: All governments are ultimately concerned with outcomes even when they can not manage or measure them. Management of outcomes is therefore integral to governance. However, systematically applying what is here called outcome focussed management and budgeting in many cases imply a particular and in some instances novel approach to public management. The objective of this project is to analyse how outcome goals can be <i>defined</i> and <i>used</i> in public sector management and how outcomes can be <i>measured</i>. • Instrument: Expert meeting, electronic discussion group, survey of practices in all OECD countries, report presented to the network of senior budget officials.
Links to 2001/2002 PWB	Contribution to work on theme 1, “Improving government coherence”.

7.	Public Sector Outputs Manual
Outputs in 2000 – March 2001	Presentation of draft public sectors output manual to the May 2000 SBO meeting. Expected publication in May 2001.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Senior Budget Officials, Parliamentary Budget Officials, Human Resource Management Officials • Message: Guidance on the development of appropriate outputs for government services --principles for output specification, output specification process, pricing and measuring output performance • Instrument: Book providing guidance and practical examples, article in the OECD Journal on Budgeting and publication on the Internet.
Links to 2001/ 2002 PWB	Contribution to work on theme 3, “Adapting Capacities for Decision and Action”.

8.	Management of Large Public IT Projects
Outputs in 2000 – March 2001	Expert meeting held at the OECD on 26-27 October 2000. Web page with country reports and presentations, terms and outline of the problem (http://www.oecd.org/puma/risk/).
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Ministries of Finance, Ministries with responsibility for IT policies (Public Works, Central Management Units), National Audit Offices, IT consultants. • Message: Most governments experience problems when implementing large IT enabled projects. To get IT right governments have to think small, focus on risks, ensure compliance with best practices for project management, recruit and retain talent, prudently manage knowledge, used know technologies, and establish environments of trust and communication. The general lesson is not that governments should not take any risks. The lesson is that governments should identify risk, determine which risks they are willing to take and manage the relevant risk within appropriate governance structures. • Instrument: Expert meeting, report, webpage.
Links to 2001/2002 PWB	Contribution to work on theme 3, “Adapting Capacities for Decision and Action”.

9.	OECD Best Practices for Budgetary Transparency
Outputs in 2000 – March 2001	Best Practices to promote transparency of the budget process in Member and non-member countries. The Best Practices were presented at the SBO meeting in May 2000. The finalised paper will be published early 2001.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Senior Budget Officials, Parliamentary Budget Officials. • Message: Best Practices are designed as a reference tool to increase the degree of budgetary transparency in their respective countries. The practices concern 1) principal fiscal reports, 2) specific disclosure, and 3) practices for ensuring the integrity of the reports. • Instrument: Best practices document, article in the OECD Journal on Budgeting, conferences, outreach, use in peer reviews of budgeting and management processes in Member countries.
Links to 2001/2002 PWB	Contribution to work on theme 4, “Increasing government transparency and accountability”.

10.	Reallocation—Aligning Political Priorities and Budgetary Funding
Outputs in 2000 – March 2001	Paper summarising Member country case studies on reallocation of resources. Experiences were discussed at the SBO meeting in May 2000. Will be published in early 2001.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Senior Budget Officials, Central Agency Officials. • Message: Measures to facilitate the reallocation of resources to areas where they are most valued and away from where they are less valued. Experiences from 9 case studies of national experiences. • Instrument: Paper and article in the OECD Journal on Budgeting.
Links to 2001/ 2002 PWB	Contribution to work on theme 1, “Improving government coherence”.

11.	Greater Independence for Fiscal Institutions
Outputs in 2000 – March 2001	Paper exploring the idea of re-engineering governance arrangements concerning fiscal policy. This issue was discussed at the SBO meeting in May 2000. Will be published in early 2001.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Senior Budget Officials, Parliamentary Budget Officials. • Message: Discussion of the appropriateness of whether institutional arrangements known in the area of monetary policy could apply for the conduct of fiscal policy. Independent central banks have been positive for the conduct of monetary policy. Could similar arrangements work for the conduct of fiscal policy? • Instrument: Paper and article in the OECD Journal on Budgeting.
Links to 2001/2002 PWB	Contribution to work on theme 1, “Improving government coherence”.

12.	Survey of Budgeting Developments
Outputs in 2000 – March 2001	Country Survey summarising developments in Member countries with budgeting systems and practices. The result of the survey was presented at the SBO meeting in May 2000. The data will be made available on a searchable database accessible via the internet in early 2001.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Senior Budget Officials, Parliamentary Budget Officials. • Message: Recent Budgeting Developments: the role of the legislature in the budget process, developments in accrual accounting and budgeting, financial flexibility. • Instrument: Survey, database accessible on the internet.
Links to 2001/ 2002 PWB	Contribution to work on theme 1, “Improving government coherence”.

13.	Accrual Accounting and Budgeting
Outputs in 2000 – March 2001	Symposium in Paris on the modernisation of the budget process, 13-14 November 2000.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Senior Budget Officials, Senior Public Service Managers, Parliamentary Budget Officials, • Message: A significant number of Member countries are moving their systems of accounting and budgeting from cash to accruals, to one degree or another. This serves to modernise and improve the quality and transparency of the accounting and budgeting systems. This symposium will provide a forum to debate the extent to which systems should be moved to accruals and with many associated technical matters. The symposium will strive for a greater consensus of views and sharing of experiences among Member countries. • Instrument: Symposium, publication of conference proceedings, synthesis report and article in the OECD Journal on Budgeting.
Links to 2001/ 2002 PWB	Symposium will provide a basis for continued work on theme 1, “Improving Government Coherence”; theme 2, “Enhancing Public Sector Capacity”; and theme 5, “Increasing Government Transparency and Accountability”.

14.	Leadership Development
Outputs in 2000 – March 2001	<ul style="list-style-type: none"> • The HRM Working Party Meeting held on 3-4 July 2000 was devoted to the leadership development issue. Four country cases (Germany, Mexico, United Kingdom and United States) were presented and discussed in depth. • A preliminary survey on this issue was conducted in June and reported to the HRM Working Party Meeting. • Good country cases on developing future leaders were collected for publication in 2001.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Civil service reform agencies, leaders and future leaders in various organisations. • Message: Why leadership is important in the future? What strategies and instruments can be adopted for developing leaders? What will be leaders’ role in the future? And how to develop future leaders? • Instrument: Working Party presentations and discussions, Focus No 17, publication
Links to 2001/2002 PWB	This activity reflects the work on theme 2, “Enhancing Public Sector Capacity” (Leadership).

15.	Pay and Employment Data Collection
Outputs in 2000 – March 2001	<ul style="list-style-type: none"> • An analysis of 1999 pay and employment data was issued and presented to the HRM Working Party Meeting held on 3-4 July.2000. • Data for 2000 update was collected from Member countries.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Civil service reform agencies, budget officials, academics, and general observers. • Message: Trends in public sector pay and employment. • Instrument: Working Party presentations, PUMA web-site, contribution to related journals, CD-rom based version of the database.
Links to 2001/2002 PWB	The output will provide a basis for further development of works on theme 2, “Enhancing Public Sector Capacity”.

16.	Knowledge Management
Outputs in 2000 – March 2001	Preparation of terms of reference for the project and collaboration with CERI on the preparation of a high level forum on “Knowledge Management: Learning from Experiences from Private Firms and Public Organisations”, held in Copenhagen on February 8-9, 2001
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Public managers and human resources managers. • Message: In order to face the challenges posed by the knowledge intensive economy, public organisations will have to adapt their hierarchical and organisational structures and their incentives systems in order to promote knowledge sharing within the organisation and with society and private sector. • Instrument: high level forum comparing practices in the public and private sectors, publication of forum conclusions and extract of case studies.
Links to 2001/2002 PWB	Contribution to theme 1, “Improving Government Coherence”; 5, “Strengthening Relations between Government and Civil Society”; 2, “Enhancing Public Sector Capacity” and 3, “Adapting Capacities for Decisions and Actions”.

17.	Flagship Report on Best Practices in Regulatory Quality, with Regulatory Indicators
Outputs in 2000 – March 2001	Draft sections of the flagship report were submitted to the Regulatory Management and Reform Working Party for discussion in 2000. A final draft report will be completed in April 2001.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Officials, interest groups, businesses and trade unions, subnational governments. • Message: Governments can regulate effectively within the paradigm of dynamic and global markets. • Instruments: Publication.
Links to 2001/2002 PWB	Contribution to work on theme 6, “Optimising public policy performance in efficient and global markets”.

18.	Multicountry Business Survey
Outputs in 2000 – March 2001	The final report was completed and presented to the Working Party on Regulatory Management and Reform in 2000. It will be published early 2001.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Officials, businesses. • Message: Small businesses face significant barriers to regulatory efficiency and transparency, and a survey can help diagnose the specific problems. • Instruments: Publication and possible conference in 2001.
Links to 2001/2002 PWB	Contribution to work on theme 6, “Optimising public policy performance in efficient and global markets”.

19.	Regulatory Compliance
Outputs in 2000 – March 2001	An overview report was completed and published in 2000. A draft report on regulatory compliance innovations in environmental protection (non-European initiatives) has been circulated. A dictionary on regulatory compliance and a full report on environmental compliance (world-wide initiatives) will be presented to the next Working Party on Regulatory Management and Reform.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Officials in national and subnational governments; interest groups. • Message: Compliance is fundamental to an assessment of the role and effectiveness of regulations. Regulatory policies will benefit from greater attention to compliance strategies – new approaches can reduce risks of policy failure. • Instruments: A paper on environmental compliance and a compliance dictionary, an expert meeting in 2001; an international conference and publication in 2002.
Links to 2001/2002 PWB	Contribution to work on theme 6, “Optimising public policy performance in efficient and global markets”.

20.	Promoting Regulatory Reform in Federal States or at other Subnational Levels of Government
Outputs in 2000 – March 2001	An international conference was held with the Puebla State, Mexico, in September 2000, on federal-state relations in regulatory reform. An analytical report on the discussions will be prepared and published early 2001.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Government officials in Member and non-member countries • Message: Co-ordinating regulatory reform among national or other levels of governments is necessary to maximise beneficial impacts. • Instruments: Publication by OECD
Links to 2001/2002 PWB	Contribution to work on themes 1, “Improving Government Coherence”; 4, “Increasing Government Transparency and Accountability”; 5. “Strengthening Relations between Government and Civil Society” and 6, “Optimising Public Policy Performance in Efficient and Global Markets”.

21.	Public Sector Institutions and Market Performance: Sectoral Regulators
Outputs in 2000 – March 2001	Background note on “Regulatory Governance: Improving the Institutional Bases for Sectoral Regulation” prepared for and discussed at the meeting of the Regulatory Management and Reform Working Party in December 2000. An agreement has been reached with the World Bank to publish a joint report on independent sectoral regulators.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Government officials in Member and non-member countries • Message: The governance of independent regulators must ensure both performance and accountability, and avoid institutional rigidities that slow market adjustments. This activity is part of a longer-term effort to map out key institutions and functions in the public sector that promote competition, trade, and investment, and lessons about their design. • Instruments: Publication by OECD/WB; expert group on sectoral regulators.
Links to 2001/2002 PWB	Contribution to work on theme 6, “Optimising public policy performance in efficient and global markets” and theme 3 Adapting Capacities for Decision and Action / Strengthening Government of Semi-Autonomous Public Agencies.

22.	Issues and Developments in Public Management
Outputs in 2000 – March 2001	Country reports, regularly reviewed and revised by national authorities to include the most recent, significant developments in their country. These reports provide an up-to-date, overall picture of their public sectors, through 1) summary accounts of priorities and strategies, policies, programmes and measures being undertaken to improve their public sector management and 2) identification of emerging issues. Many countries have already updated their reports to 2000; it is hoped that the remainder will do so in the coming months.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Senior public management practitioners; change agents implementing reform and interested observers of public management reform. • Message: To provide public managers with an overview of work going on in Member countries to improve their public sector management and to learn from each others' experiences. • Instrument: Reports are published on the OECD's web site. They can be accessed from two pages: directly from the OECD's new country information home page giving access to information on OECD's themes by country, http://www.oecd.org/country.htm, and from the OECD's Public Management Service web site: http://www.oecd.org/puma/country/
Links to 2001/2002 PWB	Country reports provide a reference source which underpins all PUMA's themes of work. This is an on-going programme of work.

23.	Governance Data Base
Outputs in 2000 – March 2001	Completion of a draft template for the database.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Users of PUMA and OECD information sources (Committee members, activity working parties, OECD staff, the World Bank, academics, etc.) • Message: To assist Member and non-member countries in designing and managing reforms. • Instrument: a user-friendly, continually updated database, allowing integration of further PUMA and other OECD data.
Links to 2001/2002 PWB	The database will provide a reference source which underpins all PUMA's areas of work.

24.	Focus, Public Management Newsletter
Outputs in 2000 – March 2001	Two 8-page issues and one 12-page issue of <i>Focus</i> and <i>Optique</i> , a newsletter covering public management initiatives in OECD countries, descriptions of certain PUMA projects and products, reports on recent events in public management.
Communications Strategy	<ul style="list-style-type: none"> • Target Audiences: Government officials responsible for public management; researchers; librarians and information officers; NGOs; other public management professionals. • Message: To provide the target audience, and particularly public managers, with an overview of work going on in Member countries to improve their public sector management and to learn from each other's experiences. To communicate PUMA's work to a wide audience. • Instrument: The paper version of the newsletter is distributed to approximately 5000 people; another 1000 receive it electronically. Each issue is also posted on the website.
Links to 2001/2002 PWB	This communication tool draws upon and serves all areas of PUMA's work. It is an on-going project.

25.	OECD website on Public Management and Governance
Outputs in 2000 – March 2001	Several hundred pages maintained, revised and updated on PUMA's website (http://www.oecd.org).
Communications Strategy	<ul style="list-style-type: none"> • Target Audiences: Government officials responsible for public management; researchers; librarians and information officers; NGOs; other public management professionals. • Message: To provide the target audience, and particularly public managers, with a comprehensive, up-to-date and easily navigable source of information on public management, including work undertaken in PUMA as well as efforts in Member countries to improve their public sector management. To communicate PUMA's current and past work to a wide audience. To highlight linkages between PUMA's work and other work in the OECD and other international partners (e.g. World Bank). • Instrument: The website is one of the OECD's most frequently visited sites, with about 40,000 visitor sessions per month.
Links to 2001/2002 PWB	This communication tool draws upon and serves all areas of PUMA's work. It is an on-going project.

OUTREACH ACTIVITIES:

26.	Global Forum of Governance/Governance Outreach Initiative
Outputs in 2000 – March 2001	Under the Governance Outreach Initiative a high-level seminar was held on 9-10 May 2000, “Partnership in Governance: Common Responses to the Challenges of Globalisation.” The Seminar was the first one that brought together a wide range of OECD activities, from combating corruption to regulatory reform.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: The seminar was an activity of the GOI which is part of an integrated programme of co-operative activities with non-OECD countries, co-ordinated by the Centre for Co-operation with non-members. • Message: While conditions may vary widely there are common responses to governance problems, and OECD in its work with Member countries has developed some useful approaches to solve these problems. • Instrument: exchange of views, presentation of good practice.
Links to 2001/2002 PWB	Further activities of this kind will have a clear topical and/or regional focus.

27.	Draft Statement of Governance Priorities for the 21 st Century
Outputs in 2000 – March 2001	As part of the Global Forum of Governance/Governance Outreach Initiative (GOI), PUMA, in consultation with other directorates, has drafted a Statement of Governance Priorities for the 21 st Century [see C(2000)111]. The Statement was reviewed by the PUMA Committee at the Spring meeting and then sent to the Council as a note from the Secretary General - June 2000.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: OECD directorates and delegations. • Message: develop a common understanding of and approach to governance issues and governance outreach; identify concrete means to successfully implement and institutionalise the principles; link good governance to social and economic progress. • Instrument: internal document; meeting of internal governance outreach steering group
Links to 2001/2002 PWB	The Statement is part of the horizontal GOI programme. PUMA will continue work on communicating and refining governance principles, and will consult with relevant Committees on next steps, including a possible Declaration on Public Governance Principles.

28.	Korea/OECD Forum
Outputs in 2000 – March 2001	Joint Korea/OECD “Forum on Public Sector Reform: Challenges and Vision for the 21 st Century” was held in Seoul 22-23 June 2000. This Forum was organised as part of the OECD Governance Outreach Initiative to enter into dialogue with non-OECD countries in the Asia region.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: high-level government officials from OECD Member and non-member countries in the Asian region; IMF; academia; private sector; Korean public (about 200 people). • Message: Exchange of lessons learned in regard to good governance and public management; the future agenda in public sector reform; engaging citizens; e-government in Korea, Commonwealth Countries and Nordic Region. • Instrument: Conference presentations, panel discussions, questions from floor and answers; website.
Links to 2001/2002 PWB	Forum presentations will provide a basis for continued work on Global Forum of Governance/Governance Outreach Initiative.

29.	OECD/ADB Conference
Outputs in 2000 – March 2001	The Seoul Conference on Combating Corruption in the New Millennium was held on 11-13 December 2000. The Conference was organised jointly with the Asian Development Bank and the Office of the Prime Minister of the Republic of Korea in the framework of the OECD/ADB Anti-Corruption Initiative for Asia-Pacific.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: High-level government officials from OECD Member and non-member countries in the Asia-Pacific region; academics, private sector; international organisations and donor agencies (about 350 people). • Message: Exchange and review of experience on implementation of ethics, anti-corruption measures, co-ordination of institutional building activities of international organisations and donor agencies, the conclusions and recommendations of the Conference can be seen at http://www.oecd.org/daf/ASIAcom/pdf/conclusions.pdf • Instrument: PUMA’s contribution to the theme and session presentations, peer review reports, panel discussions, on line information clearing house, follow-up publication. For further information consult http://www.oecd.org/daf/ASIAcom/conference.htm
Links to 2001/2002 PWB	The Conference will provide a basis for continued work on the Global Forum of Governance/Governance Outreach Initiative.

30.	APEC-OECD Co-operative Initiative on Regulatory Reform
Outputs in 2000 – March 2001	The first APEC-OECD conference on Regulatory Reform was held in February 2001 in Singapore. It will be followed up by workshops in 2001 and 2002.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Governments and government officials in OECD and APEC countries • Message: Regulatory Reform is of high importance in OECD and APEC countries to maintain efficient, competitive and dynamic markets. Co-operation and the exchange of information is in the interest of all countries concerned by globalisation. • Instruments: Conferences.
Links to 2001/2002 PWB	The Conference will provide a basis for continued work on the Global Forum of Governance/Governance Outreach Initiative.

31.	OECD/NPC Seminar
Outputs in 2000 – March 2001	OECD/ National People’s Congress (NPC) of China Seminar on the role of Parliament in the budget process was held in Beijing 19-20 June 2000. This Seminar was arranged as part of the OECD Global Forum of Governance/Governance Outreach Initiative.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Senior officials from the Standing Committee, the Economic and Finance Committee, the Budget Affairs Commission of NPC and high-level officials parliaments in selected OECD Member countries (Italy, Sweden and the United States,). • Message: Country presentations from OECD Member countries, the role of NPC in the Chinese budget: future directions. • Instrument: Conference presentations, panel discussions, questions from participants and answers
Links to 2001/2002 PWB	Seminar presentations will provide a basis for continued work on Global Forum of Governance/Governance Outreach Initiative, in particular, China Outreach.

32.	Outreach China
Outputs in 2000 – March 2001	OECD/Ministry of Finance (MOF) of China Seminars on modern budgeting processes were held in Beijing in April and August 2000. This Seminar was arranged as part of the OECD Global Forum of Governance/Governance Outreach Initiative
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Senior officials from MOF, spending ministries, and officials from several provincial and local finance bureaux; high-level government officials from OECD Member countries. • Message: Presentations from OECD Member countries in the field of budgeting and financial management. • Instrument: Conference presentations, panel discussions, questions from participants and answers.
Links to 2001/2002 PWB	Seminar presentations will provide a basis for continued work on Global Forum of Governance/Governance Outreach Initiative, in particular, China Outreach.

33.	Third Global Forum
Outputs in 2000 – March 2001	The III Global Forum on “Fostering Democracy and Development through E-Government” was held on 15-17 March 2001 in Naples. As an essential part of the Global Forum of Governance/Governance Outreach Initiative, PUMA provided a major substantive and organisational contribution to the preparation, direction and content of the Forum.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: senior officials and practitioners in both Member and non-member countries. • Message: exchange experiences on implementation and impact of e-government, set principles and agenda for future measures. • Instrument: PUMA’s substantive contribution to theme and workshop descriptions, keynote speeches, presentations and concluding remarks will help diffuse the OECD’s perspective on the impact of e-government on governance arrangements and the efficiency of government.
Links to 2001/2002 PWB	The Global Forum is expected to create a mandate for PUMA to do follow-up work on E-Government and to provide outreach on e-government strategies in the context of the Global Forum of Governance/Governance Outreach Initiative.

34.	OECD/CoE/OSCE Seminar
Outputs in 2000 – March 2001	Joint OECD/Council of Europe/OCSE seminar on the "Organisation and Operation of Government Communications" held in Zagreb (Croatia) in December 2000. This Seminar was arranged as part of PUMA's outreach programme 2000 to disseminate results of the "Strengthening Government-Citizen Connections" project.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Senior government spokespersons and public information officers from ten ministries as well as the assistant ministers from the Ministries of Foreign Affairs, Interior, European Integration, Public Works and Labour of the Republic of Croatia. • Message: Presentations from OECD Secretariat, civil servants from national administrations responsible for government information services from Member countries (Finland) and Non-member countries (Estonia) • Instrument: Conference presentations, panel discussions, questions from participants and answers
Links to 2001/2002 PWB	Seminar presentations will provide a basis for continued work on the Global Forum of Governance/Governance Outreach Initiative.

35.	Network of Schools and Institutes of Public Administration in Central and Eastern Europe (NISPAcee)
Outputs in 2000 – March 2001	Meeting of Co-ordinators for the NISPAcee Working Group on Better Quality Administration for the Public held in Ljubljana (Slovenia) in January 2001 to prepare for next plenary meeting in Riga (Latvia) in May 2001. Support to the Working Group is provided as part of PUMA's outreach programme 2000 to disseminate results of the "Strengthening Government-Citizen Connections" project.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Government officials and trainers in public administration from Central and Eastern European and NIS countries. • Message: Presentations from OECD Secretariat, civil servants from Member countries (Norway) on introducing quality management and improving services to citizens • Instrument: Presentations, panel discussions, questions and answer sessions
Links to 2001/2002 PWB	Presentations will provide a basis for continued work on the Global Forum of Governance/Governance Outreach Initiative.

36.	Anti-Corruption Network for Transition Economies
Outputs in 2000 – March 2001	Re-launch of the Anti-Corruption Network for Transition Economies to provide a unique forum for exchange of information and experience on the OECD countries and regional initiatives in transition economies of the former Soviet Union, and Central and Eastern Europe.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: senior officials and practitioners in OECD countries and non-member countries in transition countries as well as international organisations and donor agencies active in the region. • Message: Peer review of past actions and presentation of selected promising practices, agenda and priorities for future measures to co-ordinate institutional building activities of international organisations and donor agencies. • Instrument: PUMA's substantive contribution to the annual meeting of the Network in Istanbul on 20-22 March, on line information clearing house.
Links to 2001/2002 PWB	The annual meeting of the Network will provide a basis for continued work on Global Forum of Governance/Governance Outreach Initiative, in particular, Stability Pact and Russia Outreach.

37.	Good Governance Outreach in South Africa
Outputs in 2000	A seminar in Pretoria for high level civil servants on the management and governance of the public sector property portfolio. Endorsement of the activity by the South African Minister of Finance and the Secretary-General of the OECD.
Communications Strategy for the outreach activities in South Africa	<ul style="list-style-type: none"> • Target Audience: The government and opinion leaders in South Africa and ultimately in the southern African region as a whole. • Message: Good governance is the sine qua non of economic growth, social cohesion, and sustainable development. • Instrument: The OECD-Southern Africa Dialogue consisting of a high profile annual symposium, a series of seminars for senior civil servants, a training programme for civil servants and workshops for parliamentarians.
Links to 2001/2002 PWB	The activity is part of the continued work on Global Forum of Governance/Governance Outreach Initiative.
End of year comment	The high profile symposium was postponed to 2001 due to lack of funding. Seminar in December was very successful and the dialogue is well on track.

HORIZONTAL ACTIVITIES:

38.	Country Reviews of Regulatory Reform
Outputs in 2000 – March 2001	The horizontal programme on Regulatory Reform led by PUMA completed and published country reviews of Denmark, Hungary, Korea and Spain in 2000 and has begun 2001 country reviews of the Czech Republic, Greece, Ireland and Italy. PUMA has contributed in particular with chapters on government capacities to assure high quality regulation.
Communications Strategy	<ul style="list-style-type: none"> • Target Audience: Officials, media, business and trade unions, interest groups and the public. • Message: Review of government policies and capacities to assure high quality regulations. • Instruments: Press conferences in each country, publications, website.
Links to 2001/2002 PWB	Contribution to OECD horizontal programme on regulatory reform and to work on theme 6, “Optimising public policy performance in efficient and global markets”. Commencement of more country reviews in 2002 is contingent on requests and funding from Member countries.

39.	PUMA Contribution to OECD Horizontal Work on Sustainable Development
Outputs in 2000 – March 2001	Draft Chapter IV discussed at the meeting of the Public Management Committee, 30-31 October 2000, and at the meeting of the Environment Policy Committee has been finalised and integrated to the OECD Analytical report on sustainable development . Case studies on the Governance for Sustainable Development in selected OECD countries (Canada and the United Kingdom) presented at the the Public Management Committee, 30-31 October 2000, have been finalised . Case studies on Governance for Sustainable Development in Germany, Japan and the Netherlands will also be ready for the 2001 MCM.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: Public Management Committee • Message: concrete suggestions based on “best practices” on how to best implement sustainable development and deal with institutional and decision-making challenges • Instrument: Internal document for Committee discussion.
Links to 2001/2002 PWB	Contribution to work on theme 1, “Improving Government Coherence” (Policy coherence); theme 5, “Strengthening Relations Between Government and Civil Society” (Consultation with Citizens and Engaging Civil Society in Policy-making); theme 2, “Enhancing Public Sector Capacity” (knowledge management).

40.	Gender Mainstreaming Initiative for the PUMA Work Programme
Outputs in 2000 – March 2001	In the context of an OECD-wide initiative to improve gender mainstreaming and gender equality, PUMA has established three pilot projects to incorporate a gender perspective into the following work areas: leadership development, government-citizen connections and e-government. PUMA also developed and distributed a questionnaire to Member countries on the gender impact of certain governance policies and arrangements that are addressed by the PUMA work programme. In January 2001, PUMA presented preliminary questionnaire findings and a review of its gender initiative to the OECD Informal Working Group on Gender.
Communications Strategy	<ul style="list-style-type: none"> • Target audience: PUMA Administrators and Committee members; consumers of PUMA research products; other OECD directorates and delegations. • Message: Gender mainstreaming is concerned with measuring and evaluating the impact and outcome of policies from a gender perspective at all stages of the policy process. What are the possible gender impacts of national structures, processes and regulations? How can they be identified and measured? What are potential sources of information? What can we learn from the gender mainstreaming experience of PUMA and of Member countries? • Instrument: Findings from the gender initiative will be used to support presentations at the 3rd Global Forum on Governance to be held in Naples on 15-17 March.
Links to 2001/2002 PWB	Gender mainstreaming is a cross-cutting theme which touches on all aspects of PUMA's programme of work.