OECD DRAFT POLICY FRAMEWORK ON SOUND PUBLIC GOVERNANCE
RATIONALE BEHIND THE FRAMEWORK
The Framework as a milestone project of the OECD Public Governance Committee

The Public Governance Committee (PGC) is one of the OECD's key policy committees; it is comprised of Delegates from member countries who meet to advance ideas and exchange knowledge, expertise and practice in the area of public governance. The PGC oversees the Secretariat's work in public governance.

After a decade's worth of Public Governance Reviews and related thematic assessments in Member and Partner countries, PGC Delegates began in 2013 to ask about whether lessons learned could be compiled — especially after the economic crisis of 2008 — on how governments have been addressing governance challenges and adopting governance practices that enable them to serve citizens better and improve outcomes.

Despite the heterogeneity of the countries assessed, it turns out that the work did identify common challenges and good practices. Most of these good practices have been codified in a series of OECD legal instruments in specific areas of public governance (e.g. budgeting, procurement, transparency, integrity, etc).

The challenge was thus not to reinvent the wheel in standards of practice, but to weave together these thematic good practices into a coherent, multidimensional narrative on sound public governance, while identifying gaps where new standards of practice can be developed.

The Framework aims to offer an integrated diagnostic tool that can help support governance reform by enabling sequencing and trade-offs of reform efforts to respond successfully to the multidimensionality of today's policy challenges.

The Framework as a milestone project of the OECD Public Governance Committee
Guidance and benchmarking on good practice...

3. Public Integrity (2017)
8. Independent Fiscal Institutions (2014)
11. Transparency and Integrity in Lobbying (2010)
and drawing from lessons learned in Public Governance Reviews...
OBJECTIVES OF THE FRAMEWORK
The Framework: What and who is it for?

An integrated diagnostic/benchmarking tool for two purposes:

To design and implement public-governance reforms
To harness sound public governance practices for more effective policy-making

The Framework aims to support, inter alia:

- OECD Member and non-Member governments in self-assessing governance challenges, thus enabling them to engage more strategically with the OECD in their public-governance reform agenda and in policy reforms that take into account good-governance practices. This PF aims to be evergreen!

The Framework weaves together:

Existing OECD legal instruments and tools
Eventual new standards (e.g. Public Service Leadership and Capability).
New evidence of practice where evidence is limited and/or for which no instrument currently exists, e.g., Whole-of-government Co-ordination (2017 Survey) and Policy Evaluation (2018 Survey).

Neither replaces nor replicates existing instruments and tools; rather, it embeds them within an integrated narrative that provides space for future instruments and best practices.

Countries seeking to move closer to OECD standards on how to meet these standards and best practices in the area of public governance and policy-making.

OECD Member and non-Member governments in self-assessing governance challenges, thus enabling them to engage more strategically with the OECD in their public-governance reform agenda and in policy reforms that take into account good-governance practices. This PF aims to be evergreen!
What is sound public governance for the OECD?

Sound Public Governance is a means to an end:

The means: the design, execution and evaluation of formal and informal rules, processes, and interactions between the institutions and actors comprising the State, and between the State and citizens, whether individually or organised into civil-society organisations, businesses or other non-state actors, as a means to enable governments to frame the exercise in the public interest of authority and decision-making in a way that

The end: supports the proper anticipation and identification of challenges and in response sustains inclusive growth through improvements to general prosperity and individual wellbeing.
Elements of Sound Public Governance

VALUES UNDERPINNING SOUND PUBLIC GOVERNANCE

TOOLS OF SOUND PUBLIC GOVERNANCE

ENABLERS OF SOUND PUBLIC GOVERNANCE

INTEGRITY, OPENNESS, INCLUSIVENESS AND RULE OF LAW

INTEGRATED USE OF MANAGEMENT TOOLS

GOVERNANCE OF POLICY INSTRUMENTS

POLICY FORMULATION & DESIGN

POLICY IMPLEMENTATION

POLICY EVALUATION

INTEGRATED USE OF MANAGEMENT TOOLS

PUBLIC SERVICE

PUBLIC PROCUREMENT

MONITORING AND EVALUATION

INTEGRITY, OPENNESS, INCLUSIVENESS AND RULE OF LAW
STRUCTURE AND CONTENTS OF THE DRAFT FRAMEWORK
How does the Policy Framework work?

The Framework helps policy makers in sound public governance. It offers a better understanding of OECD standards and practices, and that can help policy makers gain a better understanding of OECD standards and practices in sound public governance.

Key Resources: The Framework provides a list of additional resources, evidence on trends and practice to support the implementation of existing recommendations as well as possible reform-implementations guidance based on the toolkits developed. The Framework also provides, where possible, reform-implementations guidance. The Framework also provides.

Reform-Implementation Guidance: The Framework also provides.

Key governance area on country trends and practice in pursuing reforms and key governance areas in light of the evidence the OECD has gathered in self-assess their government's institutional and decision-making capacity in possessing a small number of strategic questions that policy makers can use to.

Self-assessment questions: At the conclusion of each chapter, the Framework provides.

How does the Policy Framework work?
Example: Chapter 2 - The enablers of sound public governance

Despite sector-specific differences across OECD Recommendations, each advocates a key set of common enablers that, along with governance values, are key to effective governance and reform:

- **Equitable and evidence-informed policy-making:** Managing decision-making effectively and efficiently in the public interest and preventing unbalanced influence.

- **Commitment, vision and leadership:** Ensure commitment and demonstrate the political will to endorse (and pursue) a policy or strategy at the highest political level.

- **Whole-of-government co-ordination:** Importance of policy co-ordination, due to the emergence of crosscutting, multi-dimensional policy challenges and the subsequent atomisation of administrative structures.

- **Change management and innovation:** Introducing and implementing new ideas by reinforcing the strategic agility and forward-looking nature of the state as part of change management and innovation.
Example: Chapter 2 - Core questions for consideration by governments

Equitable and evidence-informed policy-making
- Do policy makers regularly and proactively engage stakeholders with diverging interests in decision-making processes?
- Does the civil service have the knowledge, skills and capacity to ensure a right uptake of quality evidence in policy-making?

Commitment, vision and leadership
- Has the government established a medium to long-term vision and goals, and clear institutional mandates and financial resources for their accomplishment?
- Is there an emphasis put on leadership to support the management of individual and collective performance? Does the government invest in skills to build leadership capability in the public service?

Whole-of-government co-ordination
- Are there instruments at your government for the coordination and oversight of cross-governmental policy initiatives, such as policy co-ordination groups or committees, both within the government and for co-ordinating across other levels of government?
- Does your government generate incentives to promote co-ordination across ministries and agencies and with other orders of government, such as financial, or individual or collective performance targets?

Change management and innovation
- Does the public sector have the capacity to absorb new trends, address underlying shifts, and track potential changes in citizen expectations and needs?
- How does your government learn from emerging practices, and mainstream the lessons into core practices?
The Policy Framework: Next Steps

1. External consultation with international organisations & other relevant NGO/CSO stakeholders
   Dec 2018 - April 2019

2. Presentation and discussion at the Public Governance Committee's meeting in April
   Consultation process at the Public Governance Committee's meeting in April
   Presentation and discussion of an update report based on results to date of the consultation process

3. External public online consultation June - September 2019

4. November 2019: Presentation of approval of a revised draft at the Committee meeting in November 2019 reflecting the full consultation process
First phase of the external consultation

For the consultation process on the Draft Framework, the Public Governance Directorate seeks input on the proposed definition of sound public governance and asks participants to identify potential thematic gaps as well as future challenges for public governance.

Questions external stakeholders are asked to respond to include:

1. Utility of the Framework
2. Definition of sound public governance
3. Room for improvement
4. Future of governance
5. Relevance of the self-assessment questions

For more information on the consultation: oe.cd/governanceframework
Thank You!

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