



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.
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- 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 practices have been codified in a series of theme-based OECD legal instruments in specific areas of public governance (e.g. budgeting; procurement; 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.



# Guidance and benchmarking on good practice...



1. Public Service Leadership and Capability (2019)

2. Open Government (2017)

3. Public Integrity (2017)

4. Gender Equality in Public Life (2015)

5. Budgetary Governance (2015)

6. Public Procurement (2015)

7. Digital Government Strategies (2014)

8. Independent Fiscal Institutions (2014)

9. Governance of Critical Risks (2014)

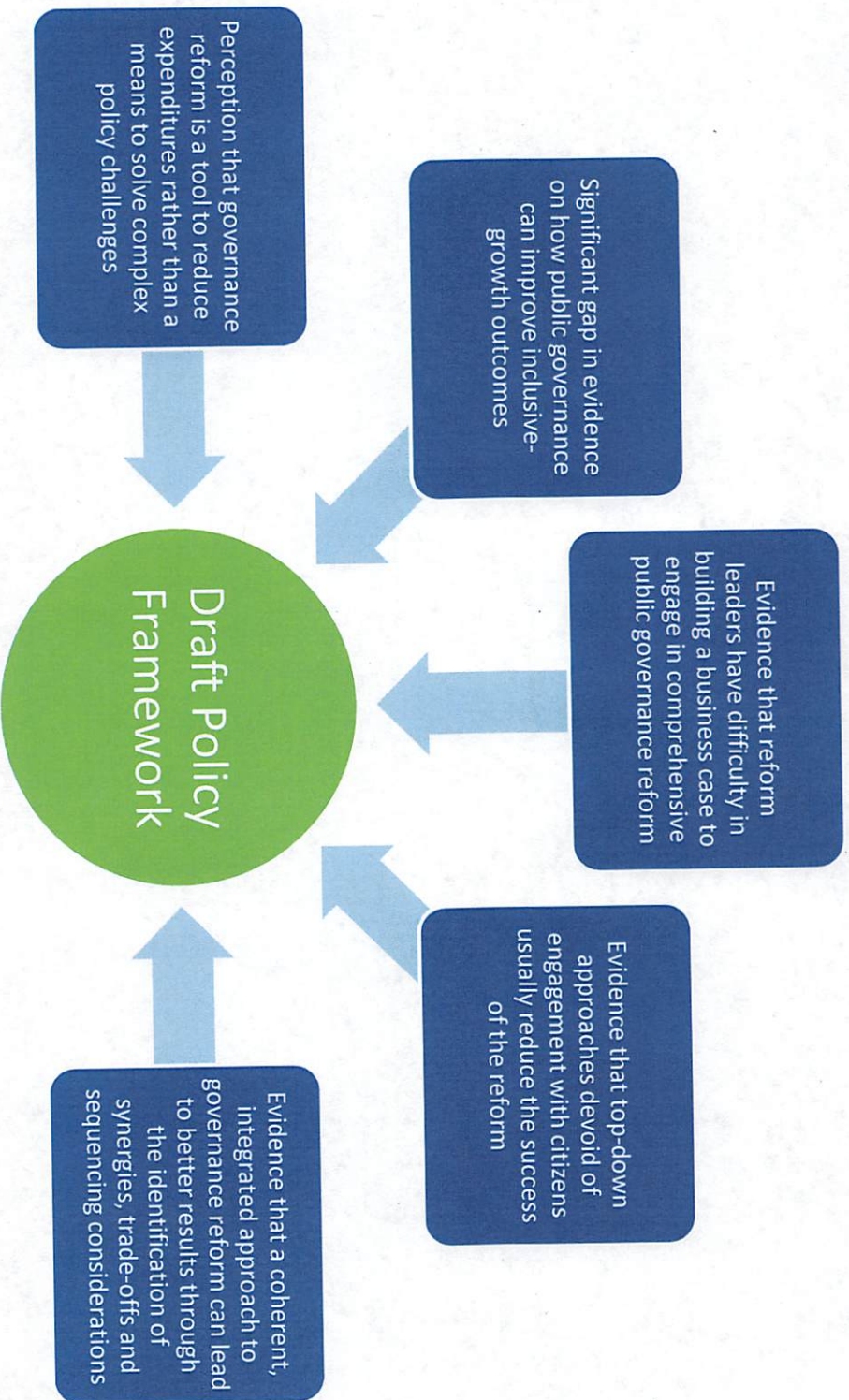
10. Governance of Public-Private Partnerships (2012)

11. Transparency and Integrity in Lobbying (2010)

12. Managing Conflict of Interest in the Public Service (2003)



# ...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 weaves together:

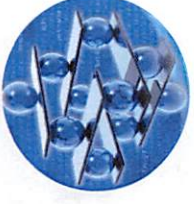
- Existing OECD legal instruments and tools
- Eventual new standards (e.g. Public Service Leadership and Capability).
- New evidence of practice where evidence is limited and/or for which no instrument currently exists, e.g. Whole-of-government co-ordination (2017 Survey) and Policy Evaluation (2018 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: this PF aims to be evergreen!*

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



# 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

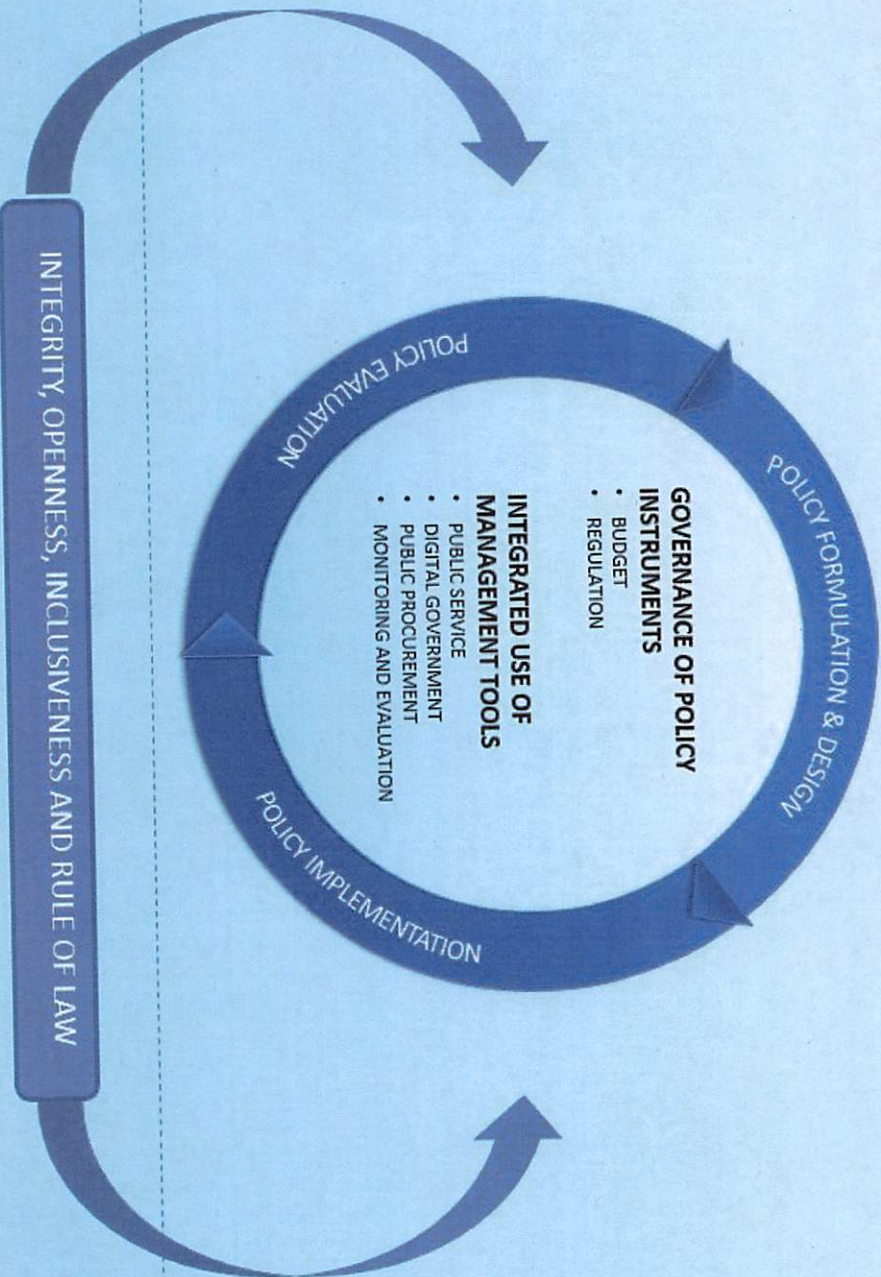


**ENABLERS OF SOUND PUBLIC GOVERNANCE**

- EQUITABLE AND EVIDENCE-INFORMED POLICY MAKING
- COMMITMENT, VISION AND LEADERSHIP
- WHOLE-OF-GOVERNMENT CO-ORDINATION
- INNOVATION & CHANGE MANAGEMENT

**TOOLS OF SOUND PUBLIC GOVERNANCE**

**VALUES UNDERPINNING SOUND PUBLIC GOVERNANCE**





# STRUCTURE AND CONTENTS OF THE DRAFT FRAMEWORK



## How does the Policy Framework work?



- **Self-assessment questions:** At the conclusion of each chapter, the Framework poses a small number of strategic questions that policy-makers can use to self-assess their government's institutional and decision-making capacity in key public governance areas in light of the evidence the OECD has gathered in each governance area on country trends and practice in pursuing reforms and in designing, implementing, and evaluating policies.
- **Reform-implementation guidance:** The Framework also provides, where possible, reform-implementation guidance based on the toolkits developed to support the implementation of existing Recommendations as well as evidence on trends and practice.
- **Key resources:** The Framework then provides a list of additional resources that can help policymakers gain a better understanding of OECD standards and practice in sound public governance.



# Structure of the Draft Framework



## Part I: The Values and Enablers of Sound Public Governance

### 1. The Values of Sound Public Governance

### 2. The Enablers of Sound Public Governance

## Part II: Sound Public Governance for Policy Formulation, Implementation and Evaluation

### 3. Toward sound policy formulation and design

3.1. Management tools for policy formulation and design

3.2. The strategic use of policy instruments

### 4. Toward sound policy implementation

4.1. Managing implementation

4.2. Monitoring performance

### 5. Toward robust policy evaluation systems

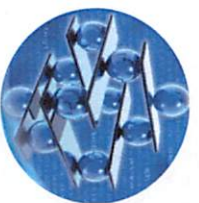
5.1. Building an institutional framework for policy evaluation

5.2. Fostering a policy evaluation culture

5.3. Delivering government-wide and sector-specific policy evaluations

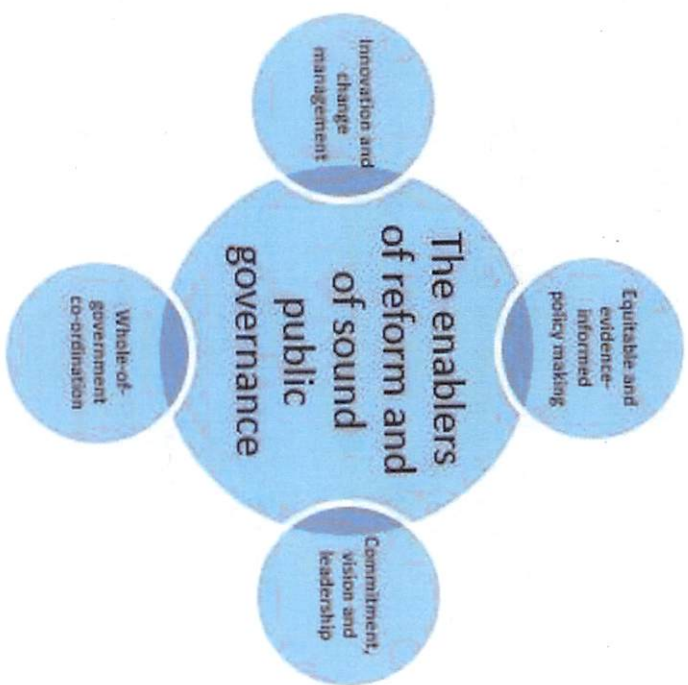


# Example: Chapter 2 - The enablers of sound public governance



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?



# NEXT STEPS



# The Policy Framework: Next Steps



*Written  
comments by  
22 March 2019*

1

External consultation with international organisations & other relevant NGO/CSO stakeholders

Dec 2018 – April 2019

2

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

3

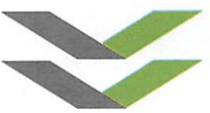
External public online consultation

June – September 2019

4

Presentation for approval of a revised draft at the Committee meeting in November 2019 reflecting the full consultation process





## First phase of the external consultation



Written  
comments by  
22 March 2019

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.

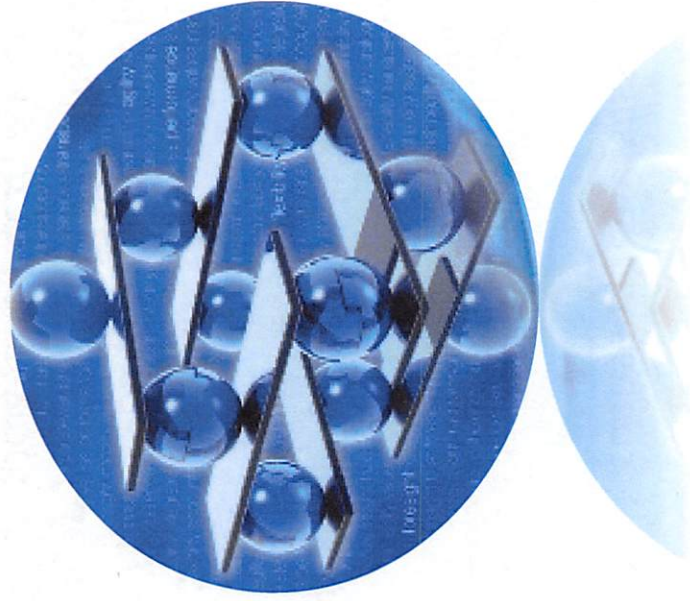
Questions external stakeholders are asked to respond to include:

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](https://oe.cd/governanceframework)



Thank You!



For more information:

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