Regional Forum on Reinventing Government in the Arab States:
Integrity, Transparency and Accountability in the Public Sector
21-23 March 2005, Dubai

Experiences of OECD Countries



Presented by Martin Forst, Principal Administrator

Structure of the Presentation

Selected Policy Fields of OECD's work on Governance

- Ethics, Corruption and Human Resources Management
- E-Government
- Budgeting, Management and Accountability

Key Information on each Policy Field

1. Overview of recent trends within OECD countries
2. Major areas of work of the OECD Committees
3. Spotlights on selected findings

Ethics, Corruption and Human Resources Management

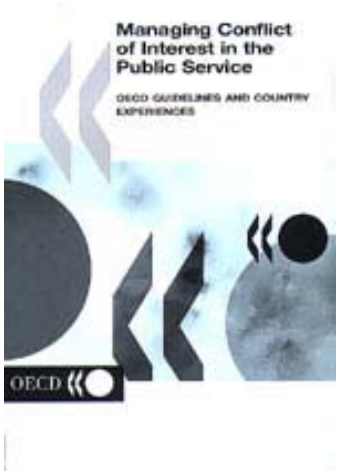
Recent Trends in OECD Countries (1)

- Statements of **core values** provide the basis for public service operations within OECD countries
- **Legislating standards** of behaviour has become the primary way to elaborate on stated core values throughout the public service
- **Criminal Laws** penalise specific forms of corruption as well as branches of core values
- Putting values into effect needs **communication** of core values as well as **training to raise awareness** within the public service

Recent Trends in OECD Countries (2)

- **Co-ordinating** integrity and corruption prevention measures
- Addressing Risk Areas: **Conflict of Interest**
- **Ensuring integrity in daily management** with practical implementation tools and **assessing their effectiveness**
- Holding public officials **accountable** against ethical standards by **monitoring compliance** and **taking action against wrongdoing**

Major OECD Publications



Managing Conflict of Interest in the Public Service, OECD Guidelines and Country Experiences (2003)

- provides the first **international benchmark** in the field
- highlights **trends, approaches and models** across OECD countries in a comparative overview
- presents examples of **innovative and recent solutions**
- gives details on the **implementation of policies** in national contexts and on key elements of legal and institutional frameworks through **country case studies**

Major OECD Publications



Public Sector Leadership for the 21st century (2003)

This is the first report to examine key leadership issues across OECD Member Countries, including…

- strategies and practices governments are adopting
- lessons from country experiences so far

Major OECD Publications

Managing Conflict of Interest in the Public Sector: A TOOLKIT (2005, forthcoming)

This toolkit focuses on specific techniques, resources and strategies for:

- identifying, managing and preventing conflict-of-interest situations
- promoting integrity and preventing corruption in official decision-making

It provides non-technical and practical assistance in generic form. The tools…

- are based on **examples of sound conflict of interest policy**
- draw on **practice from various OECD countries**
- have been adapted to make them **globally applicable**

Spotlight: The TOOLKIT for Managing Conflict of Interest in the Public Sector

Key Concepts

TOOL No. 1: Conflict of Interest - Definition

TOOL No. 2: Conflict of Interest – Diagrams 1-6

TOOL No. 3: Objective Tests for identifying a conflict of interest

TOOL No. 4: Generic Checklist for identifying at-risk Areas for conflict of interest

TOOL No. 5: Objective Tests for identifying a conflict of interest

Spotlight: The TOOLKIT for Managing Conflict of Interest in the Public Sector

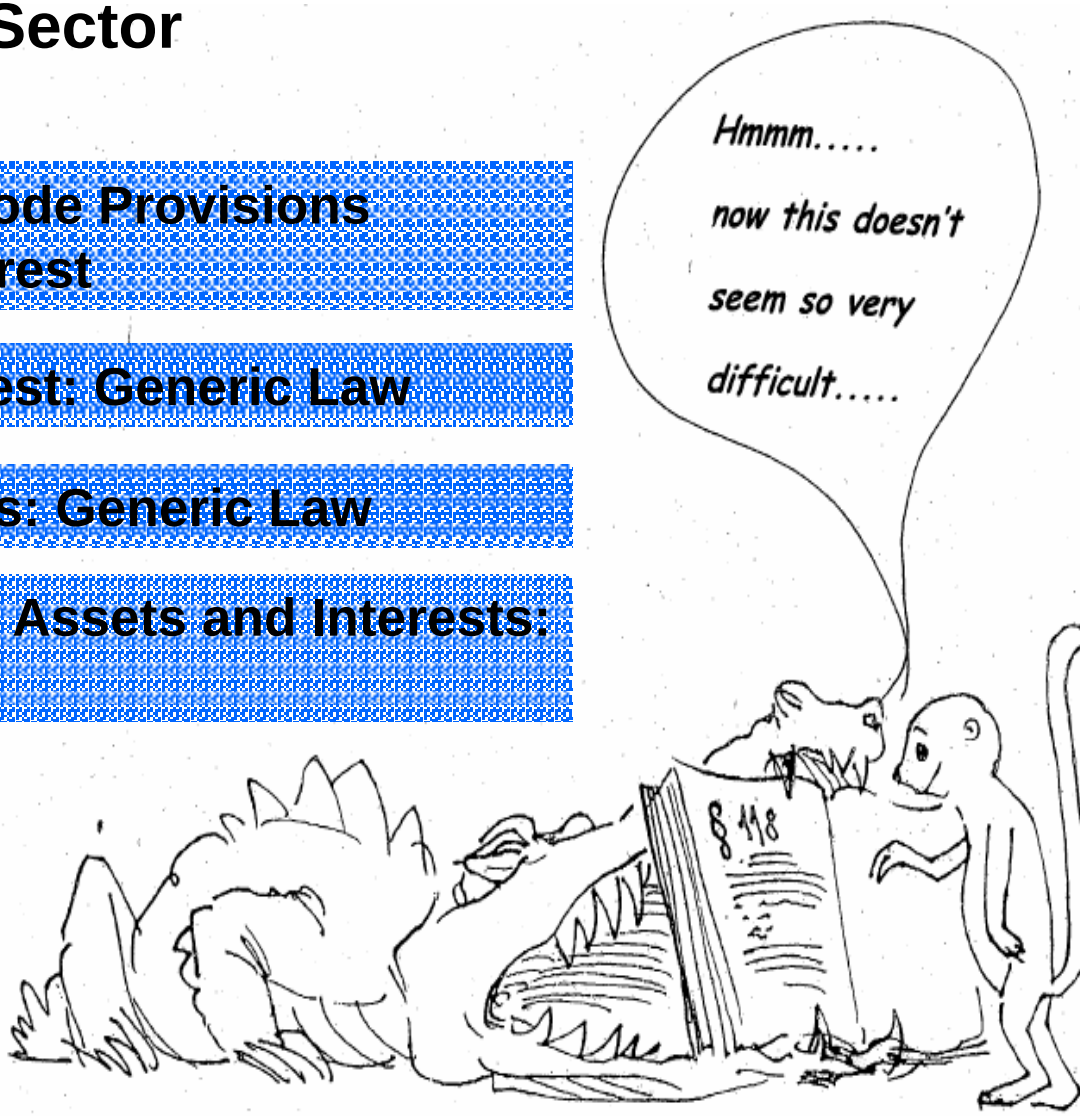
Draft Model Laws

TOOL #5: Generic Ethic Code Provisions relevant to Conflict of Interest

TOOL #7: Conflict of Interest: Generic Law

TOOL #9: Gifts for Officials: Generic Law

TOOL #11: Registration of Assets and Interests: Generic Law

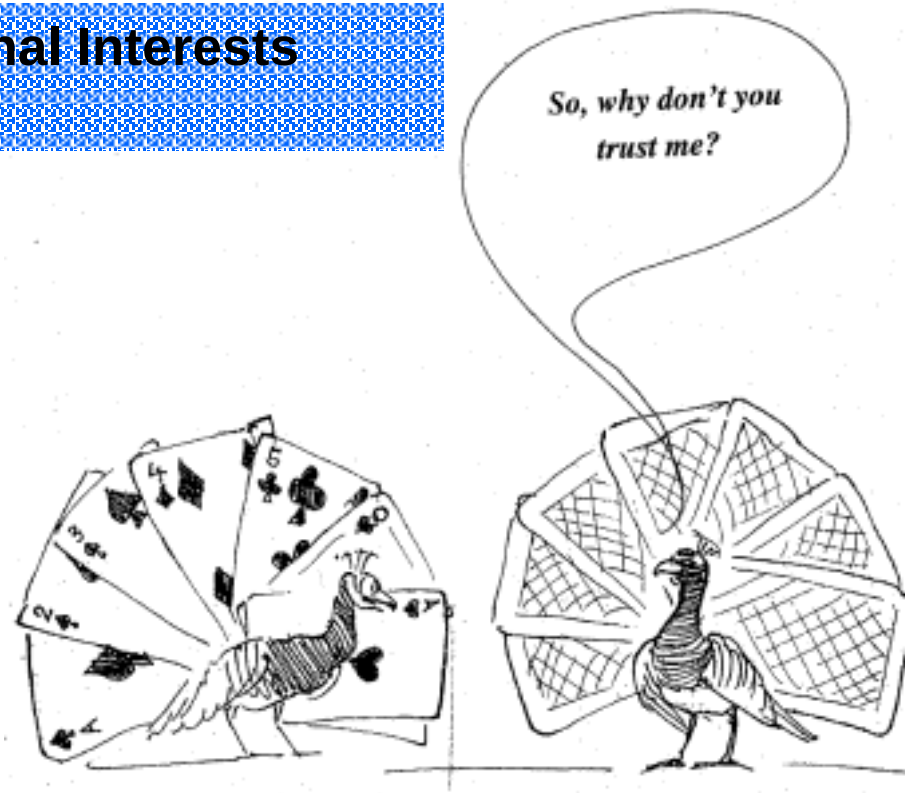


Spotlight: The TOOLKIT for Managing Conflict of Interest in the Public Sector

Checklists, Questionnaires and Administrative Forms

TOOL #6: Conflict of Interest Self-Test

TOOL #10: Registration of Personal Interests Procedure



Spotlight: The TOOLKIT for Managing Conflict of Interest in the Public Sector

Others

TOOL #13: "Whistleblower" Protection: Disclosure Policy and Procedure

TOOL #14: Training Cases



Spotlight on OECD Publication

Measures for Promoting Integrity and Preventing Corruption: HOW TO ASSESS? (2005, forthcoming)

This report includes a generic assessment framework, that…

- provides policy-makes and managers with a **roadmap to design and organise assessment initiatives**
- highlights **concrete options for solutions based on good practices**
- contains **country studies** with experiences of recent assessments in Korea, France, Australia and Finland

Spotlight: Measures for Promoting Integrity and Preventing Corruption: HOW TO ASSESS?

Checklist for conducting a rigorous assessment

QUESTIONS	CRITERIA
Are integrity policy instruments (e.g. legal provisions, code of conduct, institutions, procedures) **in place**?	Formal **existence** of components of policy instruments.
Are integrity policy instruments capable of complete functioning (realistic expectations, resources and conditions)?	**Feasibility** of specific policy instruments.
Did the integrity policy instrument achieve its specific initial objective(s)?	**Effectiveness** of specific policy instruments.
How significantly have policy instruments contributed to meeting stakeholders' overall expectations (e.g. actual impact on daily behaviour)?	**Relevance**, the contribution of specific policy instruments and actions to meet stakeholders' overall expectations.
Do the various elements of integrity policy coherently interact and enforce each other, and collectively support the overall aims of integrity policy?	**Coherence** of measures, relationship with other elements of the policy.

E-Government

Challanges to E-Government Implementation: Experiences from OECD Countries

External Barriers

- A proper legal framework
- Budgetary Arrangements
- The Digital Divide

Internal Challenges

- A common vision
- Leadership
- Co-ordination and collaboration
- Human capacity and Skills
- Engagement with Private Suppliers

The OECD E-Government Project (1)

Creation of the Project

•2001: Creation of the project in response to OECD Minister's request "to explore further the challenges and opportunities of e-government"

Linking Leaders: Meetings of the OECD Network of Senior E-Government Officials

•June 2003 (Washington): First OECD Symposium for Senior E-Government Officials **"From Theory to Practice: Prioritising E-Government Action"**

•September 2003 (Lisbon): **"Organising for Integration"**

•March 2004 (Cancun): **"Common Business Processes"**

•July 2004 (Seoul): **"Making Change Happen"**

The OECD E-Government Project (2)

Special Features of the OECD E-Government Project

- Focus on the long term
- Attention to broader good governance and public administration reform objectives

OECD Views on E-Government

- E-government is "the use of information and communication technologies (ICTs), and particularly the Internet, to achieve better government."
- E-government is more about government than about "e".

Major OECD Publications





OECD E-Government Studies. The E-Government Imperative (2003)

- emphasised that **reforming the back office** is just as fundamental to achieving effective government as updating **front office service delivery channels**
- provides a **unique perspective** on the problems facing governments today when implementing e-government by…
- focussing on the **importance of co-ordination and collaboration** between agencies for seamless service delivery
- focussing on the **challenges and obstacles** that must be overcome

Major OECD Publications

The OECD Checklist for E-Government Leaders (2003)

- highlights the issues and challenges of leadership for e-government
- provides a checklist of 10 key areas where leadership is particularly necessary for the successful implementation of e-government initiatives

E-Government for better Government (2005, forthcoming)

OECD E-Government Country Peer Reviews

- Finland (2003)
- Mexico (2005, forthcoming)

Spotlight on External Barriers: Current Strategies for Bridging the Digital Divide in Mexico

The Mexican experience shows that…

- Increasing **the number of public internet access terminals** in Digital Community Centres is **essential but not enough**
- **Community Centres need to be facilitated**, as this allows people to use the internet regardless of their educational level and local language
- Those the **least likely to have access to electronic services** may, in fact, stand to benefit the most from e-government
- Improving the **back office** provides a means of concentrating scarce resources on areas where they can have a high impact
- A **Multi-Channel service delivery strategy** is important: As advanced technologies become available and acceptable to the public (mobile phones , SMS messages, WAP services),

Budgeting, Management and Accountability

Common Themes in Budgeting Reform in OECD Countries

1. Pro-Growth Policies and Prudent Economic Forecasting are the main ingredients in successful fiscal performance

2. Political Commitment to Fiscal Discipline has become more important: OECD countries are fast approaching a period that will require difficult and painful budget retrenchment policies to either make fiscal frameworks operate or to respond to financial markets uneasiness of higher public deficits and debt.

3. Institutional Arrangements for Budgeting and Public Management, including…

- Budget Transparency
- Medium Term Expenditure Frameworks
- Modern Financial Management Techniques
- Performance and Results Oriented Budgeting

Institutional Arrangements for Budgeting and Public Management

Buzzword Transparency and Macro-economic Forecasting

- Transparency as a means to promote the public's understanding for painful fiscal consolidation programs

Medium Term Expenditure Frameworks (MTEF)

- Breaking the short-term time horizon for effective expenditure management – a cultural revolution?

Modern Financial Management

- Accruals, capital charges and Carry-overs

Performance Oriented Budgeting

- The performance movement is real – but beneath the summary there is a wide spectrum of approaches to these reforms

The OECD Working Party of Senior Budget Officials

- Established in 1980 and **composed of budget directors and other senior officials** from member countries
- Recognised as **the world's leading forum** on international budgeting issues.



The OECD Journal on Budgeting (since 2001)

- Is the **flagship vehicle** for disseminating the work of the OECD Working Party of Senior Budget Officials
- Is a **unique resource for policy-makers**, officials and researchers in public sector budgeting
- Provides insight on **leading-edge institutional arrangements, systems and instruments** for effective and efficient budgeting

Spotlight on the OECD Best Practices for Budget Transperency

Objectives

- Are designed as **a reference tool for Member and non-member countries** to increase budget transparency

- Are **not** meant to constitute **a formal "standard"** for budget transparency

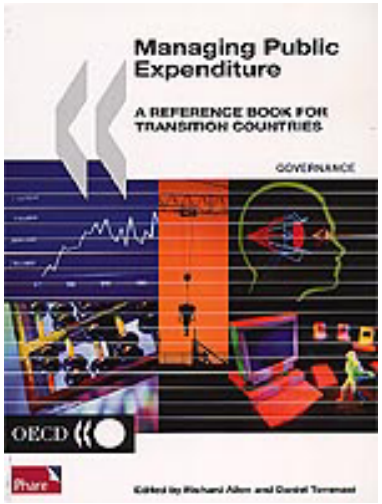
Contents

- Part I lists the **principal budget reports** that governments should produce and their general content

- Part II describes **specific disclosures** to be contained in the reports, including both financial and non-financial performance information

- Part III highlights **practices for ensuring the quality and integrity** of the reports

Spotlight on Managing Public Expenditure. A Reference Book for Transition Countries



Managing Public Expenditure. A Reference Book for Transition Countries (2001)

- Filled an important gap in the literature on public expenditure management by presenting comprehensive and in-depth analysis of all aspects of public expenditure management
- Provides practical, operational information and guidance on all areas of public expenditure management
- Has been translated into several languages and is used as a key reference for training of fiscal policy experts