



OCDE ORGANISATION DE COOPÉRATION ET
DE DÉVELOPPEMENT ÉCONOMIQUES



Government at a Glance

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Objectives of G@G

- enable countries to better understand their own practices
- demonstrate their progress
- benchmark their own achievements through international comparisons
- learn from the experiences of other countries facing similar challenges
- over time link practices to performance

What will G@G include?

Institutions

Structure of government

Revenue

How much money does the public sector collect?

Inputs

How much and what kind of resources does the public sector use?

Processes

What does the public sector do, and how does it do it?

Outputs

What are the goods and services which the public sector produces?

Outcomes

What is the resulting impact on the citizens and business ?

Major features of G@G1

- Focus on: **public administration**
- Unit of analysis : **country**
- Use of **best available data**
- Most data on **inputs** and **processes**
- Most **data** collected by **OECD**
 - Selective use of **narrow composites**



How is G@G different from other data sets?

- Unique access to governments
 - data collected from government officials
 - practitioner focus
- Indicators selected in consensus with member countries
- Composite indicators created for narrowly defined areas
- No single super-indicator

Areas that it will cover

- Institutional structures
- Revenues and expenditures
- Production costs
- Employment
- Budget practices
- HRM practices
- Regulatory management practices
- E-government
- Integrity
- Open government

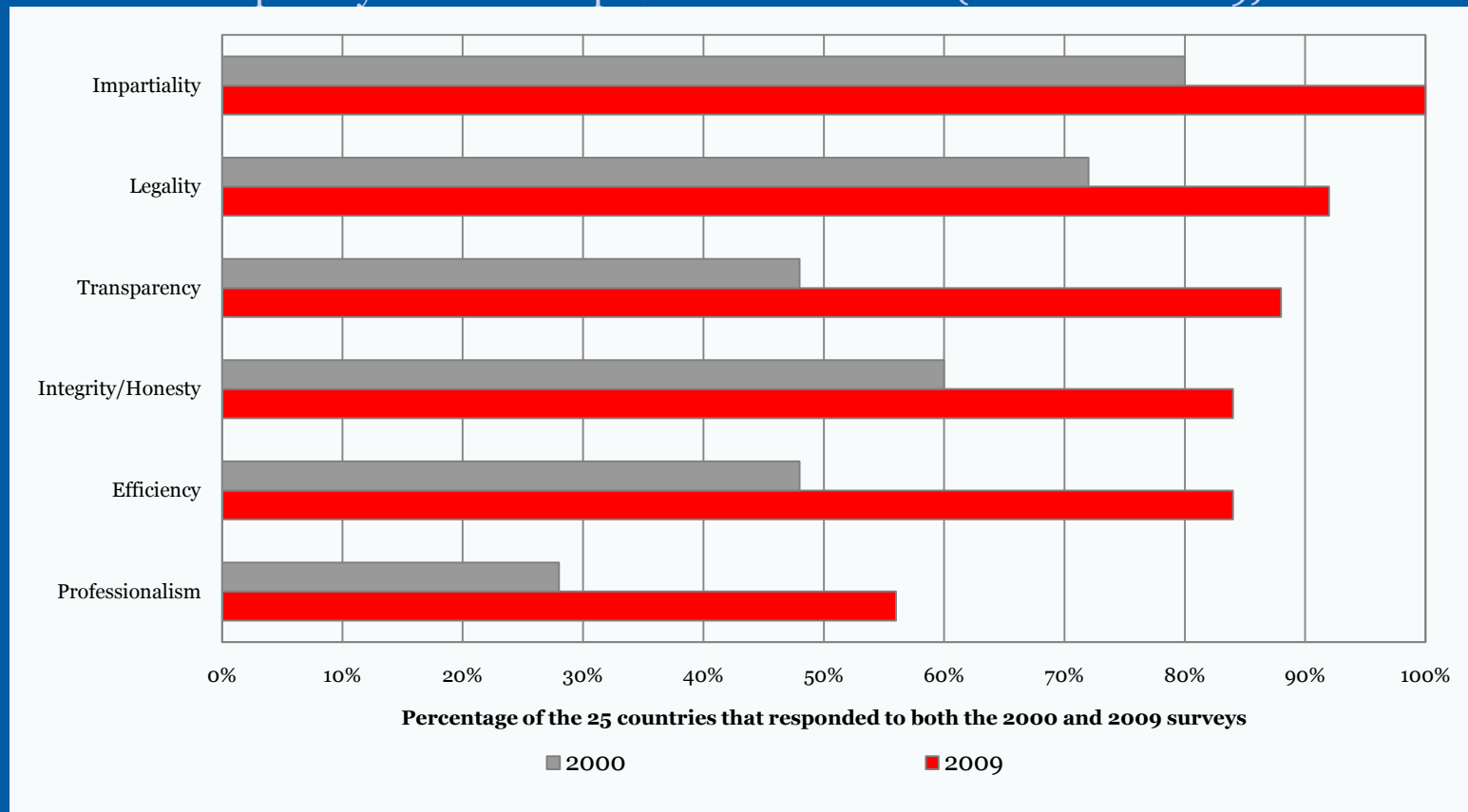
What do you need for productivity measurement ?

- Good **quality input indicators**
- Good **quality output indicators**
- Understanding the **context**: political and bureaucratic environment
- Role of **public management practices**
- **Comparability!**

Contextual factors

- Impartiality and legality remain top public service values vs. profitability and innovativeness in private sector.
- Increase in transparency, integrity and efficiency reflecting new public management and good governance focus

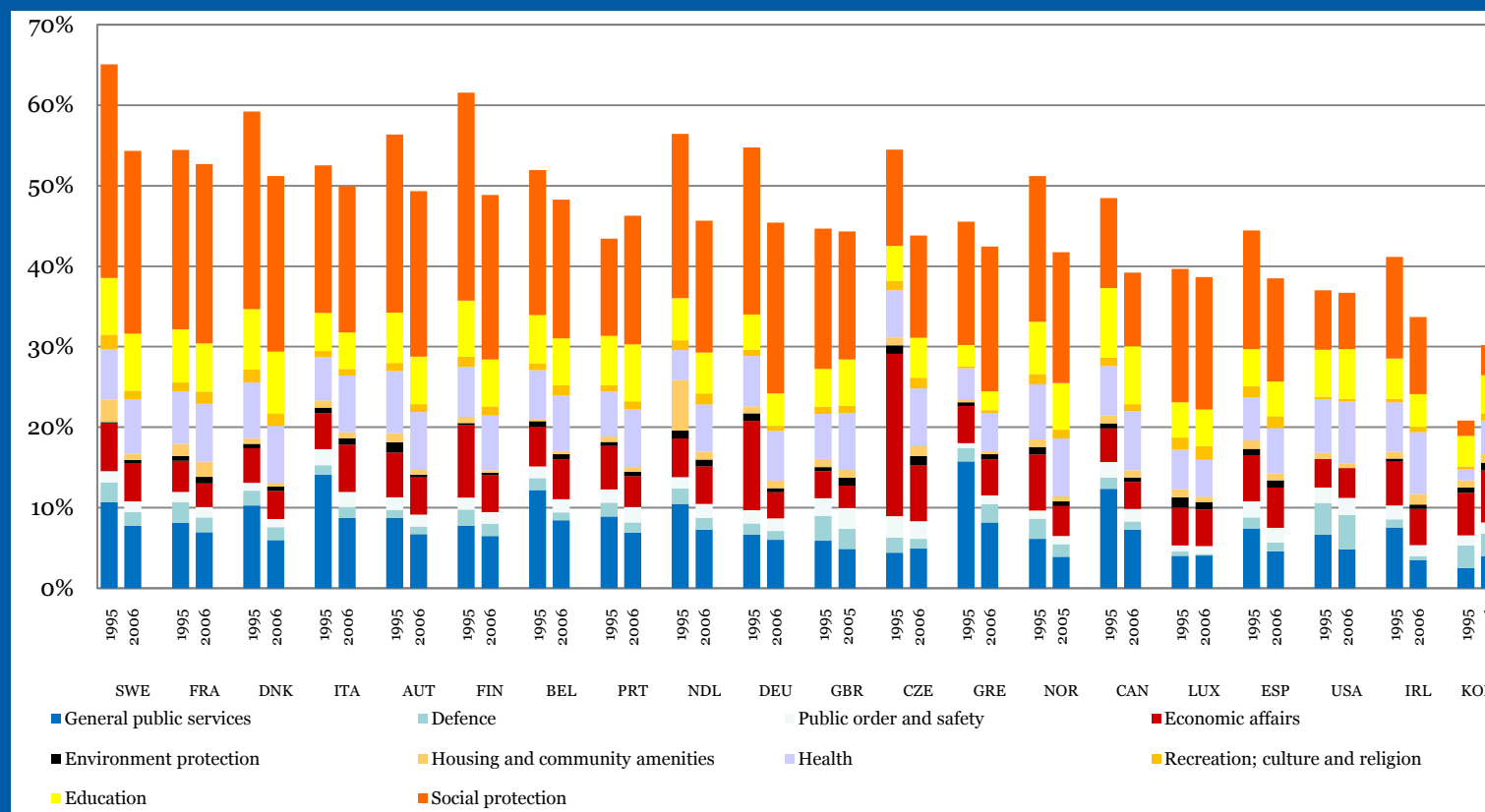
Frequently stated core public sector values (2000 and 2009)



Inputs: Expenditures

- Decreases in expenditures as a share of GDP were driven by decreases in spending on general public services.
- Variance among countries mostly explained by expenditures on social protection

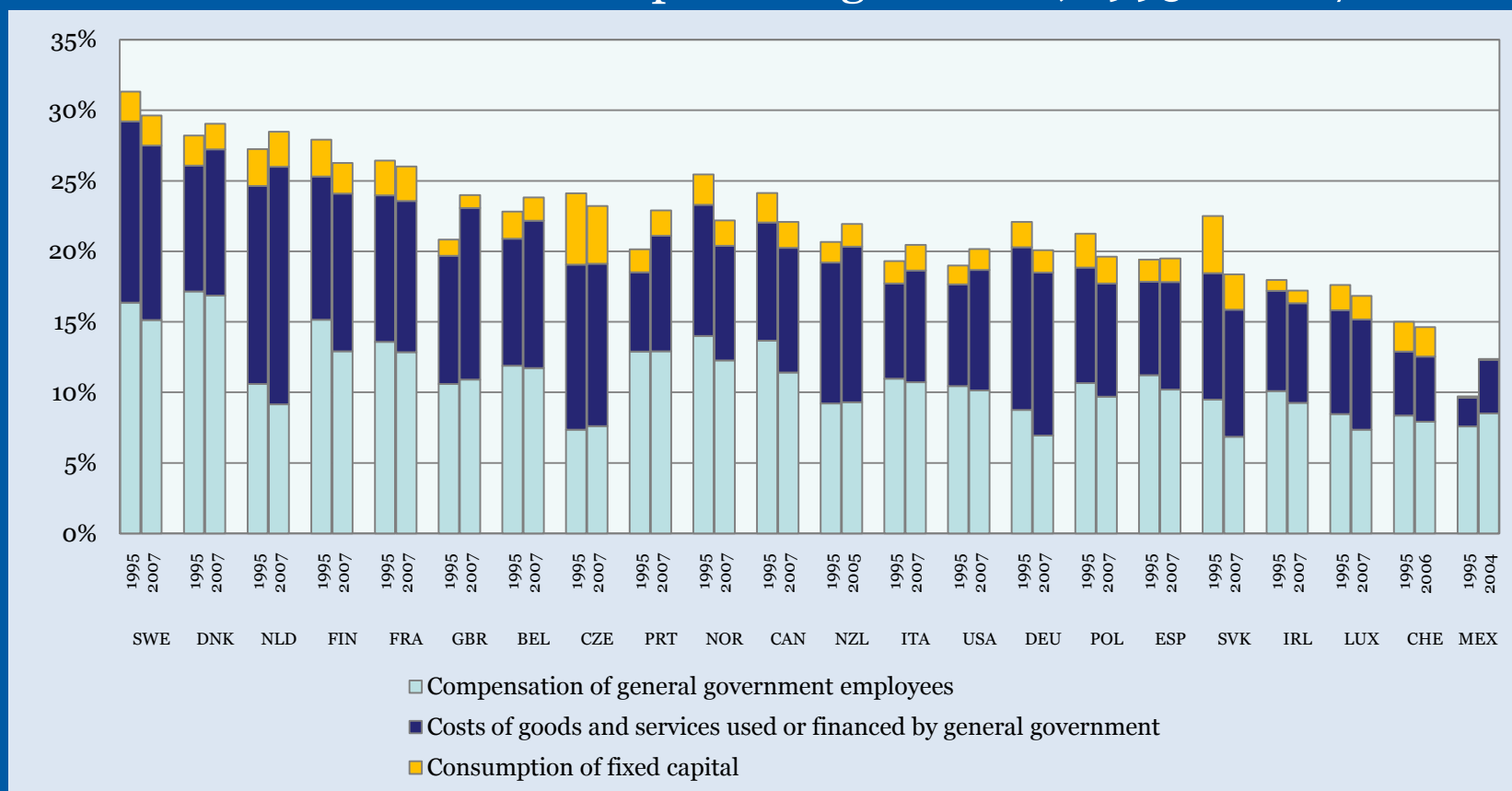
General Government expenditures by COFOG I as a share of GDP, 1995 & 2006



Inputs: Production Costs

- Governments are increasingly outsourcing production, although extent varies.

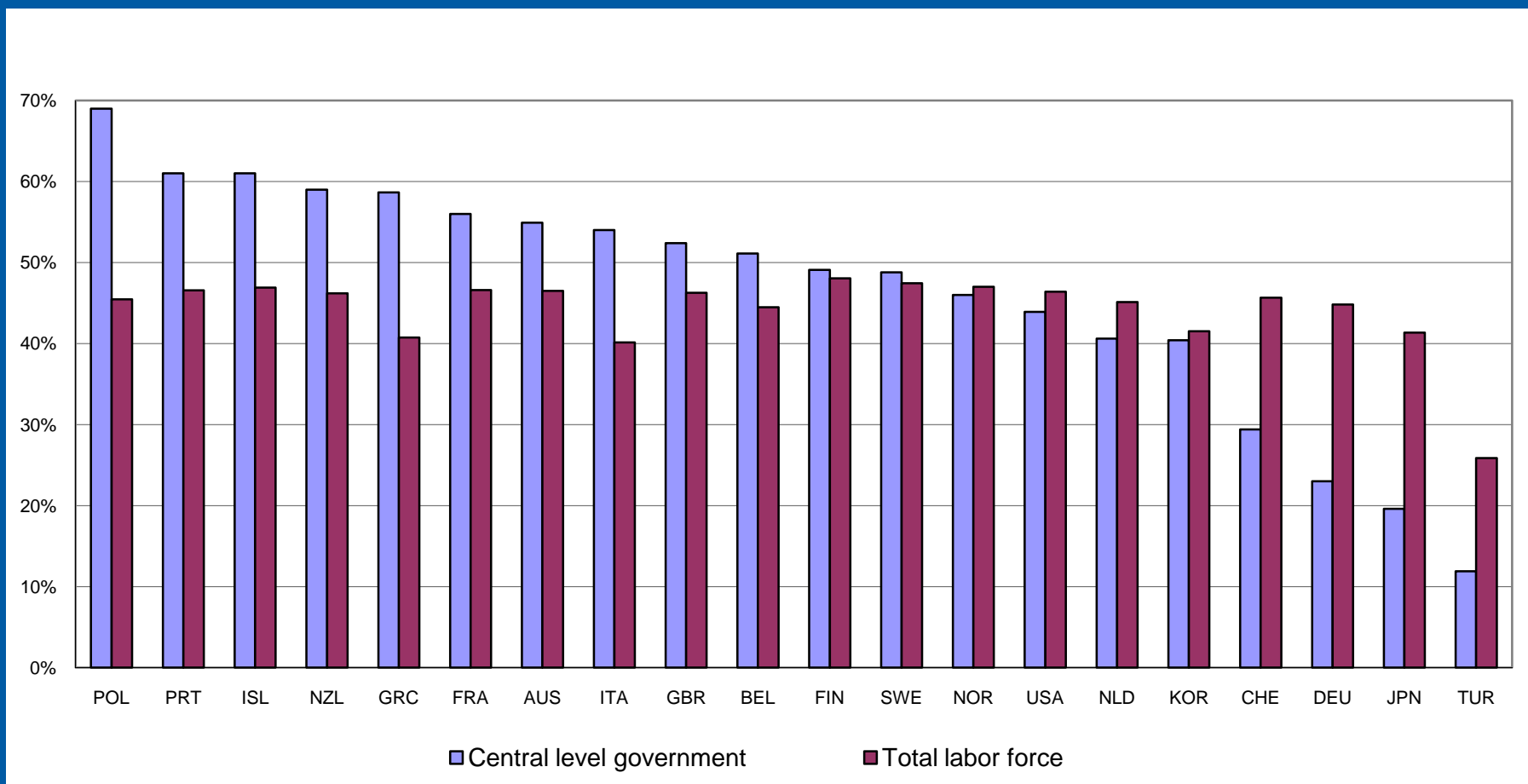
Production costs as a percentage of GDP, 1995 & 2007



Inputs: Characteristics of central government workers

- Women are often better represented in the central government workforce

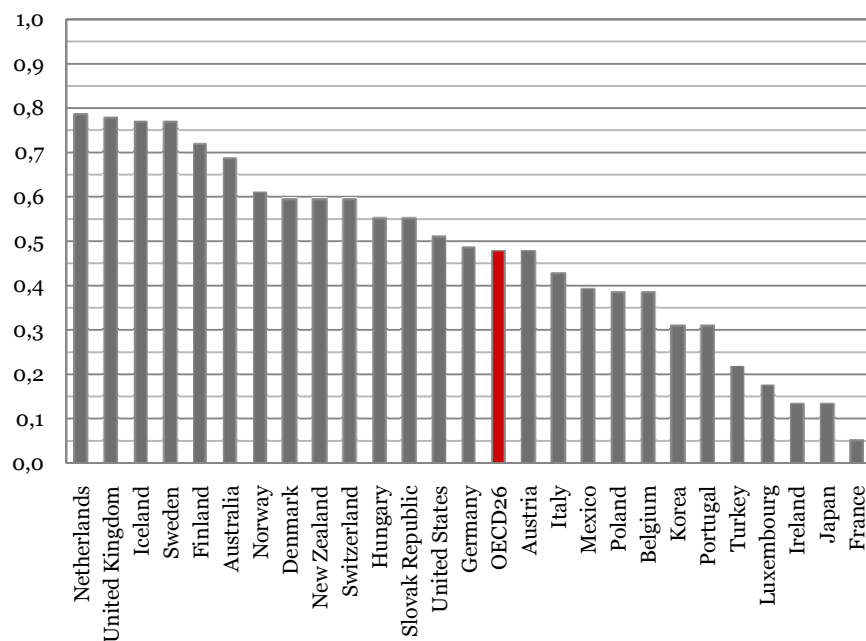
Percentage of employees that are female in central government compared to the total labour force, 2005



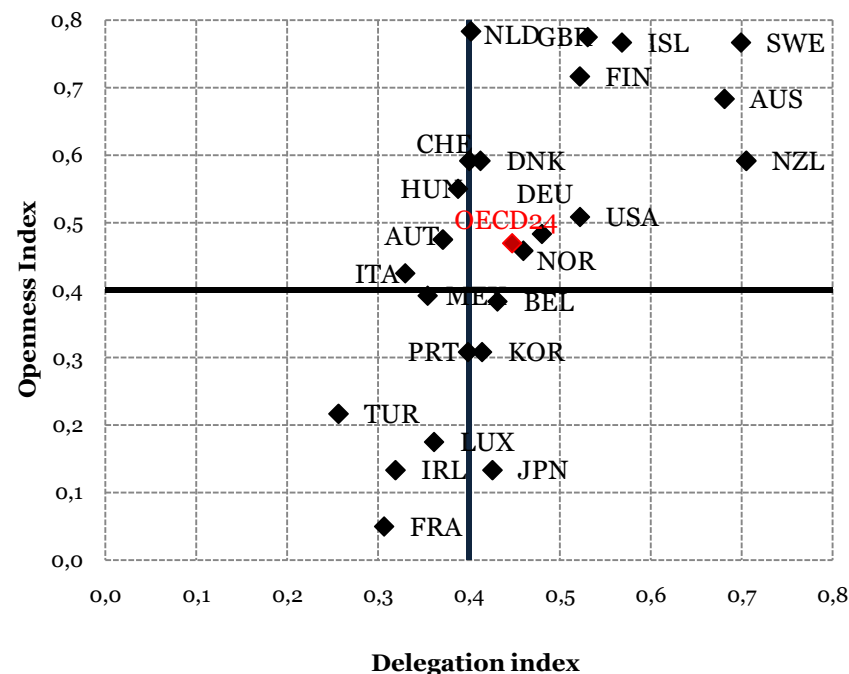
Processes: HRM

- Countries with more open recruitment systems have moved to a more delegated model of HRM.

Openness of the central government recruitment process to external candidates (2005)



Relationship between the open recruitment process and the level of delegation in HRM systems in central government (2005)



Potential Output and Outcome Indicators

- Focus remains on public administration
- Output and outcome indicators to be developed for various administrative areas (e.g intermediate outputs and outcomes)
 - HRM: Hire/acceptance/turnover rates
 - Budget accuracy
 - Integrity: adoption rates of integrity instruments
 - Incidence of observed corruption
 - Client satisfaction



Executive Governance Outcome Indicators

- Citizen satisfaction
- Trust in government
- Fiscal sustainability
- Equity indicators, e.g. access in service delivery

Efficiency of public administration functions

- Excellent example: OECD study on Tax Administration
 - efficiency indicator: number of dollars spent on collecting 100 dollars in taxes
 - effectiveness indicator: ratio of taxes actually collected to taxes ought to be collected



Institutional drivers of efficiency

- Extensive literature review of empirical evidence in 2007
- Positive effect established in three areas:
 - scale of organization
 - HRM practices
 - functional and political decentralization
- Inconclusive evidence for other practices (e.g. ownership, agencification)
- Unintended negative effects of performance management documented



Upcoming Publications

- *Measuring Government Activity:*
May 2009
- *Government at a Glance:* October
2009