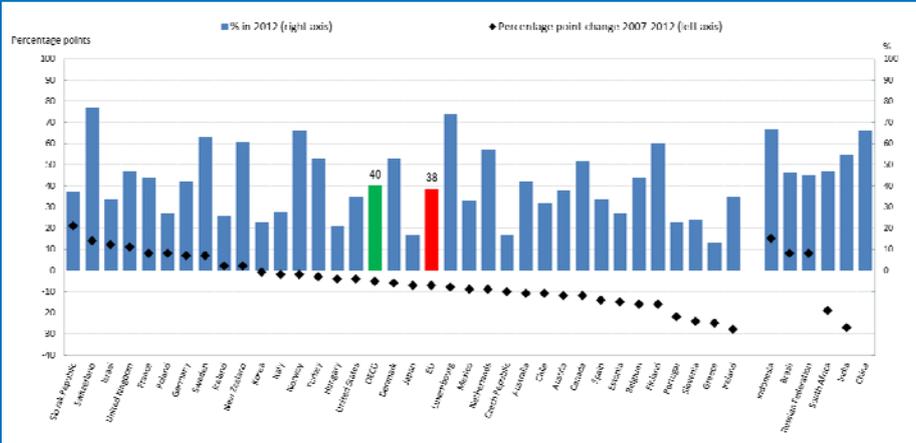




A NEW VISION FOR THE PUBLIC SERVICE? INTERNATIONAL PERSPECTIVES ON PUBLIC SECTOR REFORM



Context for public sector reform: low trust, fiscal constraints, pressure on key services



■ % in 2012 (right axis) ◆ Percentage point change 2007-2012 (left axis)

Country/Region	% in 2012 (right axis)	Percentage point change 2007-2012 (left axis)
South Africa	~35	~15
Spain	~75	~10
Sweden	~30	~10
United Kingdom	~40	~10
France	~45	~10
Poland	~35	~10
Germany	~60	~10
Switzerland	~25	~10
Finland	~60	~10
West Europe	~25	~10
Africa	~25	~10
Italy	~65	~10
Netherlands	~45	~10
Turkey	~20	~10
Nigeria	~30	~10
United States	~35	~10
OECD	40	~10
Denmark	~55	~10
Japan	~15	~10
EU	38	~10
Switzerland	~75	~10
America	~30	~10
Netherlands	~55	~10
Central Europe	~15	~10
Asia	~35	~10
Latin America	~30	~10
China	~35	~10
Africa	~30	~10
Canada	~55	~10
Japan	~30	~10
Europe	~35	~10
Region	~40	~10
Finland	~60	~10
Poland	~25	~10
Portugal	~25	~10
Indonesia	~15	~10
Greece	~10	~10
India	~35	~10
Indonesia	~65	~10
Russia	~40	~10
Latin America	~40	~10
South Africa	~45	~10
Asia	~55	~10
OECD	~65	~10

Source: Gallup World Poll, 2013



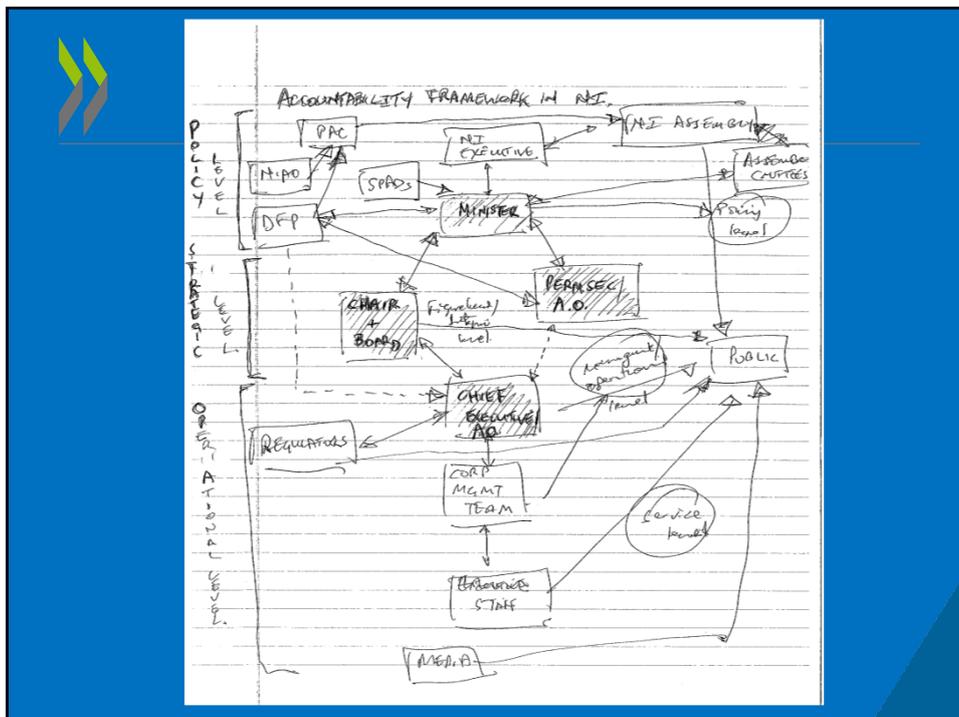
OECD meeting of ministers of public administration (Helsinki, October 2015)

Ministers agreedTwo basic principles:

- provide citizens with services/opportunities to build the future **they** want: citizen-centred
- take a broad approach to performance that goes beyond GDP – concept of well-being and “inclusive growth”.

...To get there we need a public sector (at all levels) that is more:

- engaged,
- open,
- inclusive, and
- innovative.





Some specific issues:

(1) Overcoming fragmentation

- Today's challenges are cross-sectoral
- *but*
- Government is fragmented – both across central-level departments and between the central and subnational levels.

-> incentives and delivery mechanisms for key policies must encourage joint action across the whole of government

-> budgeting and regulatory frameworks need to be better coordinated with key policy objectives



Some specific issues

(2) Evidence and data

- Governments need better mechanisms to share knowledge across the public service.

-> the UK initiative on “What Works” was identified by other countries as a promising approach

-> many good ideas come from experimentation at the regional and local level but are undervalued by the centre




Some specific issues
(4) A “data driven public sector”

Strategic use of new digital tools and of Big Data are creating new opportunities to engage citizens, businesses and users in public service design and delivery.

- > Data makes micro- / incremental / real-time refinement and adjustment of public services possible
- > But crowd-sourcing should not crowd out traditional consultation/face-to-face contact



A (New or Restated) Vision for the Public Service?

What Governments need to do:

- Set **strategic** objectives – a public service VISION
- Reinforce the **policymaking process** (the evidence base, who has influence, who decides and for whom...)
- Partner** with citizens, the private sector and civil society
- Innovate** to deliver demand-driven, affordable public services