**Building Leadership and Capacity for a Strategic State:**

**The Changing Centre of Government**

**OECD Questionnaire 2013**

Economic uncertainties stemming from the crisis, as well as challenges arising from globalization, have highlighted governments’ weaknesses in areas such as long-term strategic planning, risk management and communication, cross-sectoral policy co-ordination and monitoring of progress with implementation. To address these rapidly evolving challenges and to ensure that the state can effectively act as steward of the public interest, governments are recognizing the need for rethink the role and resources of the center of government. Countries are currently looking for ways to adapt the structures, capacities and priorities of their centers of government, despite limited budgets, in order to ensure that the center provides clear, coherent and supportive leadership for government policy.

OECD is tracking these changes by collecting and analyzing information on the new roles and organization of the administrative structure at the center of government [referred to for convenience as the “Government Office (GO)] that supports the collective work of the government and the Prime Minister or President in OECD member and partner countries. The information collected will be shared with CoG delegates for information and discussion, and some of it may also be included in *Government at a Glance*.

The survey looks at two main issues:

• The leadership, structure, personnel, budget, and operational aspects of the Government Office. This includes for example information on HR, budget and internal processes.

• The functions, powers and responsibilities of the Government Office. This includes information on its role relative to strategic planning, policy development and decision making, and policy implementation.

**Contents**

Definition of Terms

**1. Structure of the Government Office**

***1.1 Units and Functions in the Government Office***

Areas of responsibility and dedicated units in the GO

• Private Office of the Head of Government (President or Prime Minister)

• Communications

• Human resources strategy for the public administration

• Reform of the public administration

• Strategic planning

• Risk anticipation and management/strategic foresight

• Preparation of the Government program

• Policy analysis

• Regulatory quality management

• Policy implementation

• Legal/law drafting

• Relations with sub-national levels of government

• International Development and aid

• Supranational co-ordination/supranational policy issues

We will also ask

• Does the structure of the GO (number and type of units) tend to stay fairly stable or does it change over time?

• Between 2008 and 2012, how has it changed in terms of Size (staff numbers) and Budget

• Do the units have a foundation in the Constitution or other legal instrument?

• Do the units have their own budgets?

• Do the units have their own human resources management policy

• How autonomous are the units from the rest of the GO?

***1.2 The personnel of the Government Office (GO)***

Number, type (civil servant or political appointee), skill sets, turnover when government changes, etc.

***1.3 Private Office (PO)***

**2. Functions of the Government Office**

In this section we will go into more detail on each of the functions listed in 1.1 above, asking about staff numbers, level of head of unit, do rules or regulations exist setting out procedures. In addition, some particular questions for some functions are listed below:

***2.2 Communications***

• Does the GO have a communications strategy?

• Does the GO have a social media strategy?

• Do guidelines exist for the use of social media:

• Does the public administration use (a) social networking platform(s) internally?

***2.4 Strategic planning***

• Is there a document outlining a long-term strategic vision for the country? If so, who prepares it, with whom is it shared, how far into the future does it cover, what does it cover, and who monitors its implementation?

***2.6 Government program***

How is the Government program linked to the overall strategic vision document, who is responsible for preparing it, is there a mechanism for ensuring that the priorities in the Government program are reflected in annual budget allocations to ministries?

***2.8 Policy co-ordination***

Do cross-governmental policy co-ordination groups/committees exist? At what level? How often do they meet? For cross-governmental policy initiatives, have the number of such initiatives increased since 2008? Who is responsible for implementation, who controls the budget? Is there a procedure for resolving disagreements between ministries/organizations? What are the incentives for promoting co-ordination across ministries, and who drives them? How much influence can the GO exert over line ministries to encourage them to co-ordinate with each other?

***2.9 Policy implementation***

What mechanisms does the GO use to ensure implementation of Government policies? Who is responsible for monitoring?

***2.14 International development and aid***

Does the GO have any direct responsibility? Is there a mechanism for cross-government co-ordination or discussion on international development and aid issues?

***2.15 Supranational coordination and policy issues***

Where does responsibility reside for policies that require international coordination (monetary, financial sector, exchange rate, tax, competition, environment, etc.? Is there a mechanism for cross-government co-ordination or discussion of these issues?

**3. The decision-making system**

Main channels of discussion between Head of Government and ministers, how and by whom most decisions are taken, role of Cabinet, how Cabinet meetings are prepared and run, the review of items for discussion and decision by Cabinet and GO’s role in this.

**4. Additional comments**

Any additional comments about the structure and activities of GO in the country. In particular, aspects that work well, or specific problems encountered. They may also attach additional material, e.g. organization charts, standard formats for briefing notes, procedural notes, etc.