

Language: English ▼

**Questionnaire**  
**Organisation and functions of the Centre of Government**  
**OECD 2013**

**Purpose**

Economic and social challenges are highlighting governments' need to strengthen capacity 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 rethinking the role and resources of the centre of government. Countries are currently looking for ways to adapt the structures, capacities and priorities of their centres of government, despite limited budgets, in order to ensure that the centre provides clear, coherent and supportive leadership and steering for government policy.

OECD is tracking these changes by collecting and analysing information on the new roles and organisation of the administrative structure at the centre of government [referred to for convenience as the "Centre of Government (CoG)"] that supports the collective work of the executive and the Prime Minister or President in OECD member and partner countries. The information collected will be used to support information exchange and policy dialogue among senior officials from the Centre of Government and will support OECD policy analysis of public governance including Government at a Glance.

The survey looks at two main issues:

- The leadership, structure, personnel, budget, and operational aspects of the Centre of Government. This includes, for example, information on human resources management, budget and internal processes.
- The functions, powers, responsibilities and priorities of the Centre of Government. This includes information on its role relative to strategic planning, policy development and decision making, and policy implementation, as well as the relative importance of these functions, the current top priorities of the CoG, and how these have changed over time, particularly in the context of the crisis.

In your responses to this survey, please use information and data from **2012** unless specified otherwise.

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## Definition of terms

Serious difficulties arise in comparative work on public governance due to use of different terminology for similar organisations and activities, and to different political, administrative and legal systems. For the purpose of this questionnaire, we would like to use common terms, though we understand that the terms may appear artificial and not reflect the usual way of depicting the Centre of Government. A glossary of these terms can be found below. In addition, a brief definition has been provided for all underscored words - simply hover the cursor over the word to see the definition.

## Glossary of terms used in this survey:

- **Agency:** Semi- autonomous public organisation that operates at arm's length from the government, usually reporting to a ministry and mandated to carry out public tasks (e.g. regulation, service delivery, policy implementation) in a relatively autonomous manner (i.e. with less hierarchy and political influence in daily operations and with more managerial freedom).
- **Cabinet:** This term is used to refer to the collective meeting of Ministers. In some countries it is called the Council of Ministers, in others Government, and there are a number of other less common names.
- **Centre of Government (CoG):** The administrative structure that serves the Executive (President or Prime Minister, and the Cabinet collectively). The survey is not concerned with other units, offices and commissions (e.g. for sport or culture) that may report directly to the Head of Government but carry out functions that could be carried out by line ministries. The name of the CoG varies across countries: General Secretariat, Cabinet Office, Chancellery, Office/Ministry of the Presidency, Council of Ministers Office. The CoG may be made up of more than one unit, fulfilling different functions. Virtually all CoGs have a unit that serves specifically the head of the government, but not the CoG collectively, called, e.g., the Cabinet of the Prime Minister/President or the Private Office.
- **Civil servant:** An employee of the state, either permanent or on a long-term contract, who would remain a state employee if the government changes.
- **Full-time Equivalent (FTE):** A full-time equivalent, or FTE, is defined as total hours worked divided by average hours worked in full-time jobs.">
- **Government:** Specific group of people who occupy the institutions of the state and create laws. 'The government' is usually taken to define the individuals who exert political power over the state and its institutions at a given time (for example the prime minister, ministers and ministers without portfolio). The government is thus the particular group of people that controls the state apparatus at a given time, and is the means through which state power is employed (for example the adoption of laws). In a democracy, the state is served by a continuous succession of different governments. The number of governments is determined by the number of terms served by the head of the executive branch (where a term is defined by a change in the executive or an election that renewed support for the incumbent government. Government in this definition is not the same as the use of the term government in a statistical or expenditure context (as for example in 'general government').
- **Government Programme:** The government programme is typically developed on the basis of an incoming government's policy manifesto (or in the case of coalition governments, the coalition manifesto). The programme covers policies and legislation that the government intends to implement during its period in office. It may be updated and refined on annual basis.
- **Head of Government (HG):** This term is used to refer to the Prime Minister or President – or both - depending on the political system of the country.>
- **Implementation:** The processes and actions that need to be taken, once a new policy and/or law has been adopted, in order to ensure that the policy or law is given concrete effect. Can also be called operationalisation, reflecting the fact that policies have no effect unless and until they are made operational.

- **Minister:** Political head of a ministry (in certain countries, the head of a ministry may be called Secretary or Secretary of State, and minister may be more junior in rank). Ministers are generally in charge of one or more ministries, and have a portfolio of responsibilities derived from the areas of responsibility covered by the ministry or ministries. Some ministers do not head up a ministry, but are in charge of specific issues supported by an office ("minister without portfolio"). In most parliamentary systems, ministers are drawn from the legislature but keep their parliamentary seats. In most presidential systems, ministers are not elected officials and are appointed by the President.
- **Ministerial Committee:** Committees of ministers, usually set up to deal with specific sectors of government activity and policy such as economic affairs, social affairs, EU issues, in order to confirm a course of action and to resolve disagreements. They are usually chaired by a relevant senior minister. A key objective is to minimise the number of issues that need to be put to the Cabinet, and to identify the priority issues that merit Cabinet attention. Ministerial committees are often 'shadowed' by committees of officials, with the equivalent aim of preparing the ministerial committees, identifying priority issues for ministerial attention, and resolving disagreements. Also called "Cabinet Committee"
- **Ministry:** An organisation which forms part of the central core of the executive branch of government. A ministry is responsible for the design and implementation of an area or sector of public policy and administration (e.g. agriculture, education, economy, foreign affairs), in line with the government programme and strategy. A ministry is also responsible for the direction of agencies under its authority. In some countries, such as Australia, Norway, the United States and the United Kingdom, ministries are called 'departments'. Sub-national governments may also be organised into ministries. A ministry has a delegated budget to exercise its responsibilities, under the authority and direction of the finance ministry or equivalent organisation responsible for the budget in central government. The term 'line ministry' designates the majority of ministries, which exercise delegated, sectoral powers. The finance ministry is not a line ministry.
- **Policy:** A term which does not exist in all languages and which in some languages may be synonymous with politics. A public policy defines a consistent course of action designed to meet a goal or objective, respond to an issue or problem identified by the government as requiring action or reform. It is implemented by a public body (ministry, agency, etc.), although elements may be delegated to other bodies. Examples include a public policy to tackle climate change, educational reform, support for entrepreneurship. A public policy is, or should be, linked to the government programme and its strategic planning. It is often given a formal framework through legislation and/or secondary regulations, especially in countries with a system of civil law. It is given practical effect through a defined course of action, programmes and activities. It is, as necessary, funded from the state budget. A priority policy is a policy which matters more than others for the achievement of the government's strategic objectives. The responsibility for taking forward a public policy may rest with the relevant line ministry, or, in the case of policies that cut across ministerial boundaries, may be shared by relevant ministries.
- **Political adviser:** A member of staff who is not a civil servant, appointed by the President, Prime Minister or a Minister to assist them, and who would leave state employment if the government changes.
- **Private Office of the Prime Minister or President (PO):** Many countries have a unit which is part of the CoG (at least for administrative purposes) that serves specifically the head of the government. This, too, has a variety of names, such as the Prime Minister's Office or Office of the President.
- **Professional Staff:** This category of staff is to be distinguished from clerical/secretarial staff and managers. They are usually required to have a university degree, and may have leadership responsibilities over a field of work or various projects. They develop and analyse policies guiding the design, implementation and modification of government operations and programmes; review existing policies and legislation in order to identify anomalies and put-of-day provisions; analyse and formulate policy options, prepare briefing papers and recommendations for policy changes. Moreover, they assess the impact, financial implications and political and administrative feasibility of public policies. Their areas of expertise may include law, economics, politics, public administration, international relations, engineering, environment, pedagogy, health economics, etc.
- **Risk anticipation and management:** In this context, refers to focused efforts at anticipating and identifying emerging risks (may also be referred to as horizon scanning, or strategic foresight) and taking actions to manage the identified risks. A more technical definition focuses on risk assessment, risk management and risk communication as part of a cycle. Risk assessment is about identifying and assessing the extent of a potential hazard and to estimate the probability and consequences of negative outcomes for humans, property or the environment. Risk management refers to the design

and implementation of actions and remedies to address risks Risk communication refers to the methods and practices for educ

- **State:** Set of enduring institutions, usually given legitimacy in a constitution and related legal forms, through which public power is distributed. In the social sciences, a sovereign state is a compulsory political organisation with a centralised government that maintains a monopoly of the legitimate use of force within a defined territory (Weber), and is internationally recognised as such (through for example membership of the United Nations).
- **State Secretary:** Administrative head of a ministry, i.e. a civil servant; may also be known as Permanent Secretary, Chief Executive or (non-political) Deputy Minister. There is great variability in the roles, responsibilities, place in the hierarchy and mode of appointment of state secretaries. Note that in some countries the same term may be used for (political) junior ministers, and a variant (Secretary of State) may be used to designate the senior minister in political charge of a ministry.
- **Strategic planning:** A tool for identifying short-, medium-, and long-term priorities and goals (e.g. 'improve education' or 'achieve energy security') and laying out a set of present and future (collective) actions for achieving them.
- **Support and Clerical Staff:** These staff are generally not required to have a university degree although many do. They perform a wide range of clerical and administrative tasks in connection with money-handling operations, travel arrangements, requests for information, appointments and communications, including recording, preparing, sorting, classifying and filling in information; preparing reports and correspondence; recording issue of equipment to staff; responding to telephone or electronic enquiries or forwarding to appropriate person; checking figures, preparing invoices and recording details of financial transactions made; transcribing information onto computers; updating Internet pages; and proofreading, correcting and laying out copy. Some assist in the preparation of budgets, monitoring of expenditures, drafting of contracts and purchasing or acquisition orders. Senior staff who supervise the work of clerical support workers are excluded from this category.
- **Unit:** We use this generic term to refer to Departments, Directorates, Sections, or any other organizational segment that can be identified within the CoG.

\*Please select your country

\*Please provide your name

\*Please state your job title

\*Please indicate the organisation you work for

\*Please provide your email address

### 1. Structure and resources at the Centre of Government

Please indicate the Internet address (URL) of the organisation chart of your Centre of Government, as well as its mission statement, if these exist online.

#### \*Definition of "centre of government"

Does the definition of the term Centre of Government used by this survey correspond to what is considered the "centre of government" in your country?

In answering the survey questions, please use the definition in the glossary

☐ Yes ☐ No

If your definition of the Centre of Government differs from the definition used in this survey, please explain the difference.

Please list them

## Resources at the Centre of Government

What is the annual budget of the Centre of Government?

(in 2012, in local currency)

How many professional staff work exclusively for the Centre of Government as defined by this survey?  
in 2012 in full-time equivalents (FTE)

How many support and clerical staff make up the Centre of Government?  
In 2012 in full-time equivalents (FTE)

Any additional comments on staff numbers in the CoG

Between 2008 and 2012, how has the Centre of Government changed in terms of size and budget?

Increased Decreased Remained the same Other

Size (staff numbers) ☐ ☐ ☐ ☐

Budget ☐ ☐ ☐ ☐

Please feel free to provide further details on changes in size and budget of CoG from 2008-2012  
(e.g. changes/reallocations within the CoG)

## 2. Functions of the Centre of Government (CoG)

Below are various areas of responsibility that may come under the Centre of Government. Please indicate which **4 areas** are considered the **most important areas of responsibility of the CoG** in your country.

- ☐ Co-ordinating preparation of Cabinet meetings
- ☐ Communicating government messages to the public and to other parts of the public administration
- ☐ Human resources strategy for the public administration as a whole
- ☐ Designing and implementing reform of the public administration"
- ☐ Strategic planning for the whole of government
- ☐ Risk anticipation and management/strategic foresight for the whole of government
- ☐ Preparation of the Government Programme
- ☐ Policy analysis
- ☐ Policy co-ordination across government
- ☐ Regulatory quality and coherence
- ☐ Monitoring the implementation of government policy
- ☐ Relations with sub-national levels of government
- ☐ Relations with the Parliament / Legislature
- ☐ Ensuring coherence in international development and aid
- ☐ Supranational co-ordination/supranational policy issues

In the questions below, for each area of responsibility, please indicate whether, in your country,:

- it comes under the responsibility of the Centre of Government
- it comes under the responsibility of another part of government (e.g. Finance Ministry /Treasury, Justice Ministry, etc.), or
- it is a shared responsibility of CoG and another body.

Co-ordinating the preparation of Cabinet meetings

- ☐ CoG has primary responsibility in this area
- ☐ CoG shares this responsibility with another body
- ☐ This comes under the responsibility of another body

Communicating government messages to the public and other parts of the public administration

- ☐ CoG has primary responsibility in this area
- ☐ CoG shares this responsibility with another body
- ☐ This comes under the responsibility of another body

Human resources strategy for the public administration as a whole

- ☐ CoG has primary responsibility in this area
- ☐ CoG shares this responsibility with another body
- ☐ This comes under the responsibility of another body



Designing and implementing reform of the public administration

- ☐ CoG has primary responsibility in this area
- ☐ CoG shares this responsibility with another body
- ☐ This comes under the responsibility of another body

Strategic planning for the whole of government

- ☐ CoG has primary responsibility in this area
- ☐ CoG shares this responsibility with another body
- ☐ This comes under the responsibility of another body

Risk anticipation and management/strategic foresight for the whole of government

- ☐ CoG has primary responsibility in this area
- ☐ CoG shares this responsibility with another body
- ☐ This comes under the responsibility of another body

Preparation of the Government Programme

- ☐ CoG has primary responsibility in this area
- ☐ CoG shares this responsibility with another body
- ☐ This comes under the responsibility of another body

Policy analysis

- ☐ CoG has primary responsibility in this area
- ☐ CoG shares this responsibility with another body
- ☐ This comes under the responsibility of another body

Policy co-ordination across government

- ☐ CoG has primary responsibility in this area
- ☐ CoG shares this responsibility with another body
- ☐ This comes under the responsibility of another body

Regulatory quality and coherence

- ☐ CoG has primary responsibility in this area
- ☐ CoG shares this responsibility with another body
- ☐ This comes under the responsibility of another body

Monitoring the implementation of government policy

- ☐ CoG has primary responsibility in this area
- ☐ CoG shares this responsibility with another body
- ☐ This comes under the responsibility of another body

## Relations with sub-national levels of government

- ☐ CoG has primary responsibility in this area
- ☐ CoG shares this responsibility with another body
- ☐ This comes under the responsibility of another body

## Relations with the Parliament / Legislature

- ☐ CoG has primary responsibility in this area
- ☐ CoG shares this responsibility with another body
- ☐ This comes under the responsibility of another body

## Ensuring coherence in international development and aid

- ☐ CoG has primary responsibility in this area
- ☐ CoG shares this responsibility with another body
- ☐ This comes under the responsibility of another body

## Supranational co-ordination / supranational policy issues (including relations with EU, G20, etc.)

- ☐ CoG has primary responsibility in this area
- ☐ CoG shares this responsibility with another body
- ☐ This comes under the responsibility of another body

Please indicate which other body has (or shares) responsibility for co-ordinating the preparation of Cabinet meetings.

Please indicate which other body has (or shares) responsibility for communicating government messages to the public and to other parts of the administration

Please indicate which other body has (or shares) responsibility for human resources strategy for the public administration as a whole

Please indicate which other body has (or shares) responsibility for designing and implementing reform of the public administration

Please indicate which other body has (or shares) responsibility for strategic planning for the whole of government

Please indicate which other body has (or shares) responsibility for Risk anticipation and management/strategic foresight for the whole of government

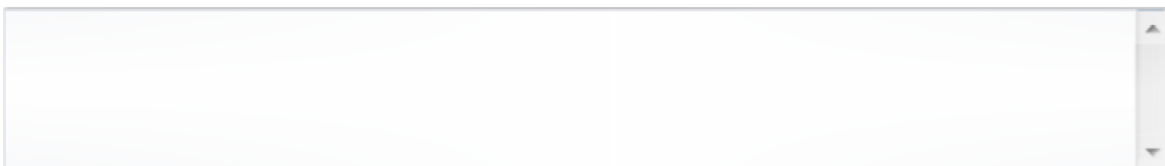
Please indicate which other body has (or shares) responsibility for preparation of the Government Programme

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Please indicate which other body has (or shares) responsibility for p\_o\_l\_i\_c\_y\_a\_n\_a\_l\_y\_s\_i\_s

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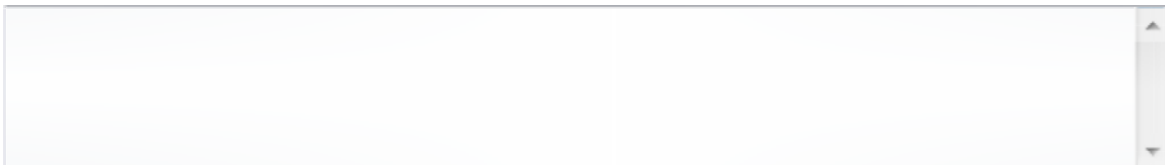
Please indicate which other body has (or shares) responsibility for p\_o\_l\_i\_c\_y\_c\_o-o\_r\_d\_i\_n\_a\_t\_i\_o\_n\_a\_c\_r\_o\_s\_s\_g\_o\_v\_e\_r\_n\_m\_e\_n\_t

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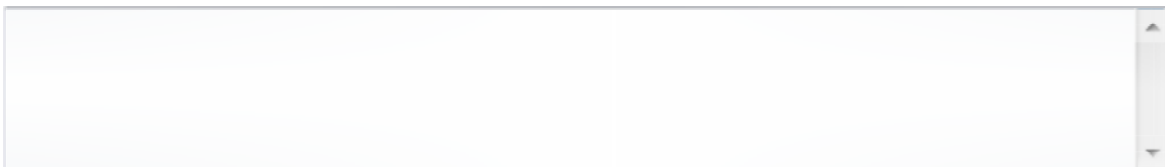
Please indicate which other body has (or shares) responsibility for regulatory quality and coherence

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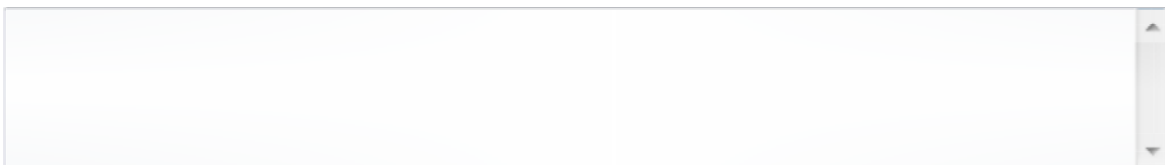
Please indicate which other body has (or shares) responsibility for monitoring the i\_m\_p\_l\_e\_m\_e\_n\_t\_a\_t\_i\_o\_n\_o\_f\_g\_o\_v\_e\_r\_n\_m\_e\_n\_t\_p\_o\_l\_i\_c\_y

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Please indicate which other body has (or shares) responsibility for relations with sub-national levels of government

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Please indicate which other body has (or shares) responsibility for relations with the Parliament or Legislature

A large, empty rectangular text box with a light gray border and a vertical scrollbar on the right side.

Please indicate which other body has (or shares) responsibility for international development and aid

A large, empty rectangular text box with a light gray border and a vertical scrollbar on the right side.

Please indicate which other body has (or shares) responsibility for supranational co-ordination / supranational policy issues (including relations with EU, G20, etc.)

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Any other comments on the functions of CoG

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### Structure of the Centre of Government

Please list the units that make up the Centre of Government (CoG) - as defined by this survey - and give an estimate of the operating budget allocation (including personnel costs) for each of them (as a percentage of the total CoG budget, for 2012)

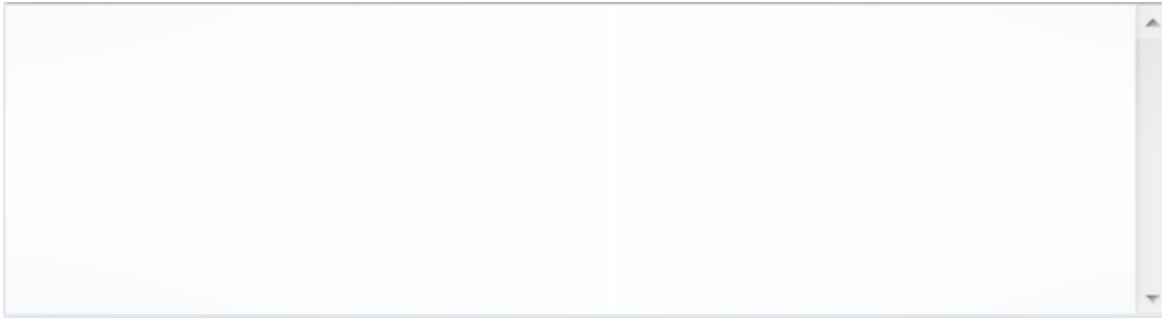
	Unit	Percentage of CoG budget
Unit name	<input type="text"/>	<input type="text"/>
Unit name	<input type="text"/>	<input type="text"/>
Unit name	<input type="text"/>	<input type="text"/>
Unit name	<input type="text"/>	<input type="text"/>
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Unit name	<input type="text"/>	<input type="text"/>

Any other comments on units and/or budget allocations of the CoG.

Has the structure of the CoG (number and type of units) remained stable since 2008 or has it changed?

	In number of units	In type of units
Has remained stable since 2008	<input type="checkbox"/>	<input type="checkbox"/>
Has changed since 2008	<input type="checkbox"/>	<input type="checkbox"/>

If the structure of the CoG has changed since 2008, in what way has it changed?

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**Staff profile of the Centre of Government (CoG)**

Are the professional staff of the CoG primarily civil servants or political appointees?

- ☐ Mostly civil servants
- ☐ Mostly political appointees

Is the head of CoG a civil servant or a political appointee?

- ☐ Civil servant
- ☐ Political appointee

What is the rank of the Head of the CoG?

- ☐ Minister or equivalent
- ☐ Highest civil service rank
- ☐ Other

Is the head of CoG normally replaced when there is a change in government?

- ☐ Yes, normally replaced
- ☐ No, normally not replaced
- ☐ It depends (please explain)

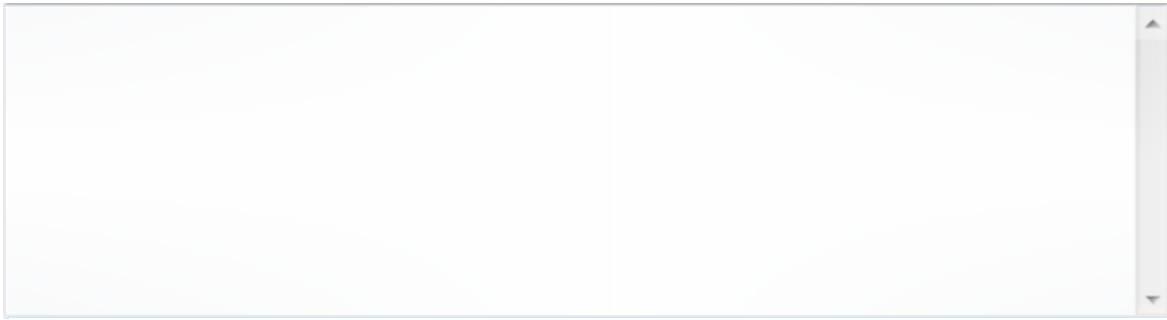
On average, what proportion of the senior professional staff of the CoG changes with a change in government?

- ☐ 0-25%
- ☐ 26-50%
- ☐ More than 50%

Are the civil servants in the CoG normally seconded (detached) from other ministries?

- ☐ No, they are employees of CoG
- ☐ A small number are seconded
- ☐ Most or all of them are seconded
- ☐ Other (please specify)

Any further details on the staff profile of the CoG



**Private Office of the Prime Minister or President (PO)**

A unit that is shared by virtually all CoGs is the unit, or Secretariat, that serves specifically the Head of the Government. This, too, has a variety of names, such as the Cabinet of the Prime Minister or the President's or Prime Minister's Office.

Please indicate the name of this unit in your country

Please indicate the number of professional staff in the Private Office of the Prime Minister or President (PO)

In 2012 in full-time equivalents (FTE)

Any further details on the Private Office

### 3. A closer look at the responsibilities of the Centre of Government

#### The decision-making system

What are the principal channels through which the Head of Government (HG) discusses policy issues?

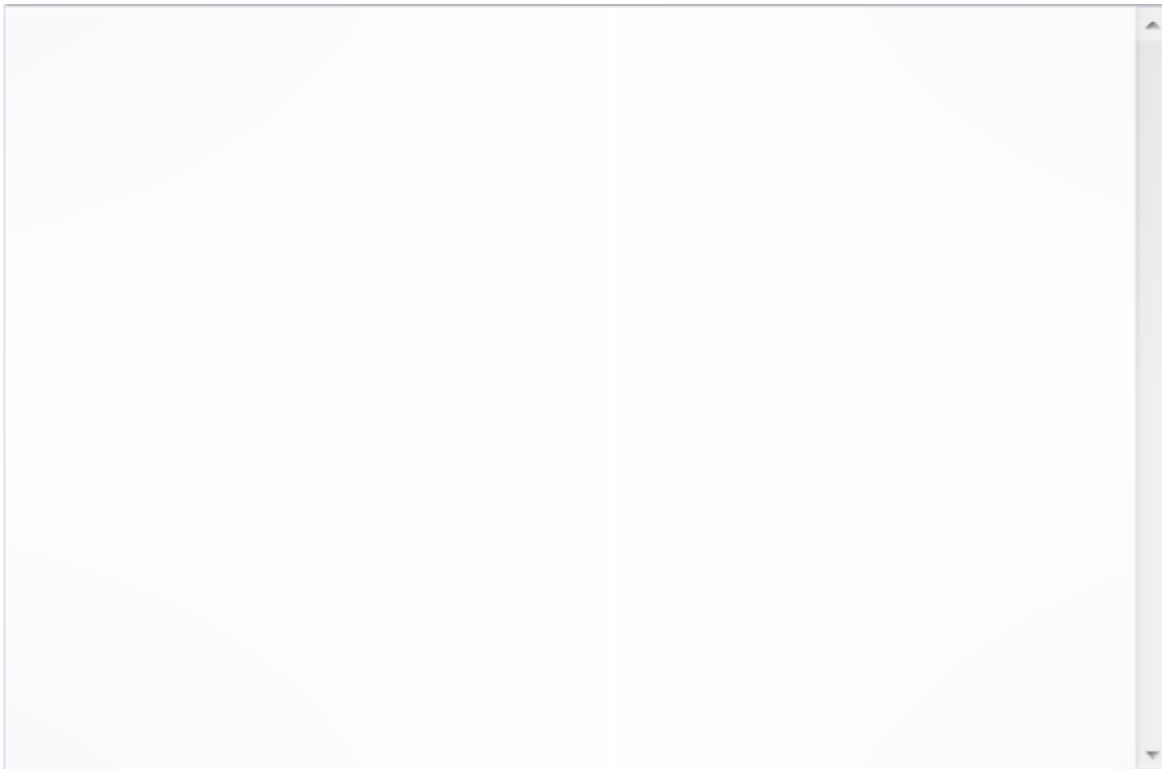
☐ Direct bilateral contacts

☐ Group of advisors

☐ Cabinet meetings

☐ Other (please describe)

Please feel free to provide additional information on how these channels work



Is the Centre of Government responsible for co-ordinating discussion of agenda items prior to discussion by the Cabinet?

☐ Yes

☐ No

How does this co-ordination take place?

☐ Briefings

☐ Ministerial Committees

☐ Other (please describe)

\*Is the CoG responsible for organising pre- Cabinet meetings of senior Ministry officials (Permanent Secretaries, State Secretaries)?

☐ Yes, before every meeting

☐ Sometimes

☐ No

Is the CoG responsible for reviewing items submitted to Cabinet?

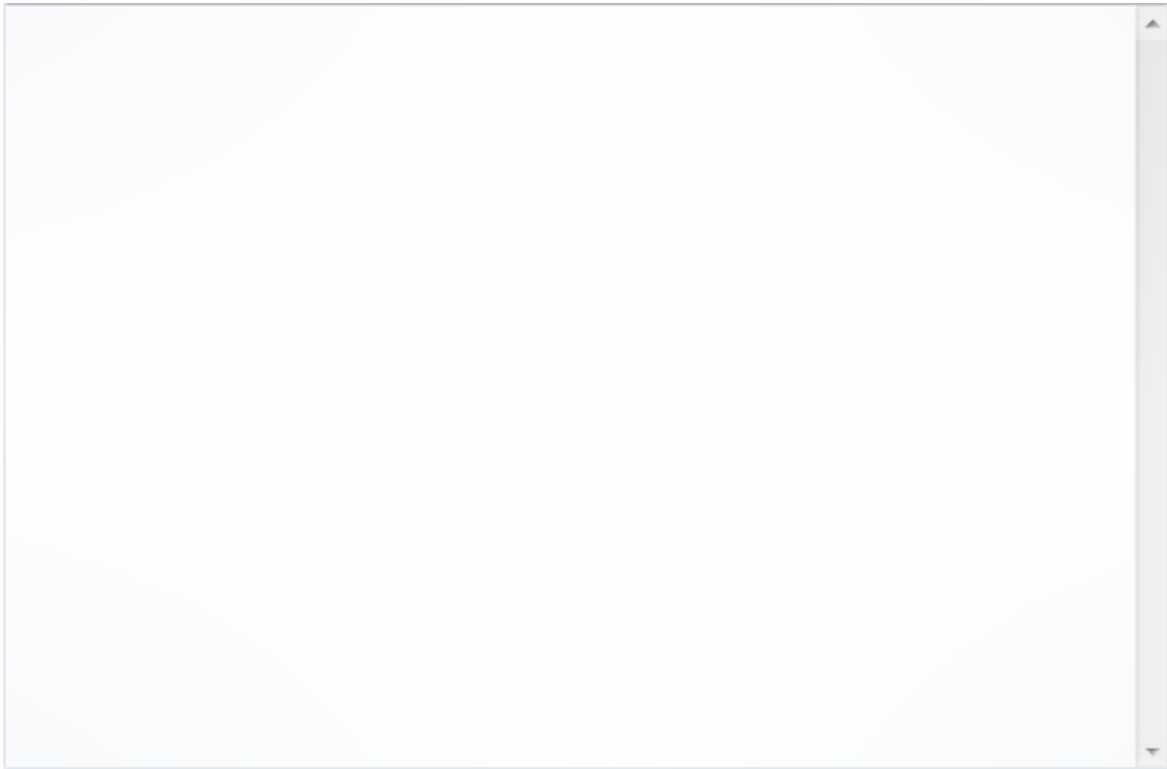
☐ Yes

☐ No

How are the items submitted to Cabinet reviewed?

	Centre of Government reviews	CoG has the authority to return items to Ministry for additional work if criteria are not satisfied	This is reviewed by another body	(Please specify other reviewing body)
Review criteria				
That procedures for preparation and presentation are respected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
Quality of legal drafting and legal conformity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
That a regulation meets regulatory quality standards (public/economic benefits, that benefits outweigh costs, that an impact analysis has been carried out, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
That the item is in line with the Government Programme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
That relevant ministries and other stakeholders have been consulted as required	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
That adequate costing has been carried out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>

Any further comments on the decision-making system



Does the Centre of Government have a social media strategy?

☐ Yes

☐ No

\*What are the top 3 goals of the CoG's social media strategy?

Please indicate the Internet address (URL) of the social media strategy (if available online)

Do guidelines exist for the use of social media:

Yes No

For CoG staff?

☐ ☐

For all civil servants / officials in the public administration?

☐ ☐

Any further comments on social media and CoG



**\*Strategic planning for the whole of government**

Is there a document outlining a long-term strategic vision for the country?

☐ Yes

☐ No

Who prepares the strategic vision document?

- ☐ Civil servants in CoG
- ☐ Civil servants in ministries
- ☐ Ministers
- ☐ Other (please specify)

\*How far in the future does the strategic vision document cover?

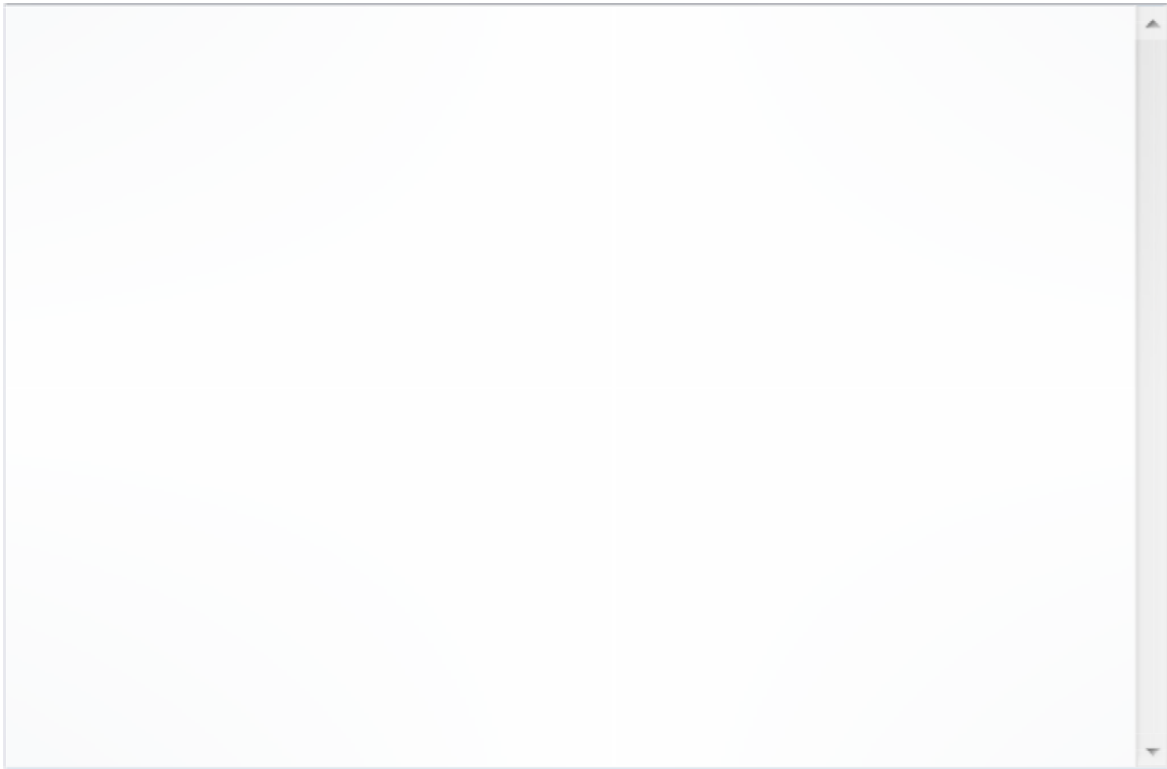
- ☐ 1-5 years
- ☐ 6-10 years
- ☐ 11-20 years
- ☐ More than 20 years

\*What institution monitors the implementation of the strategic vision document?

To whom is the strategic vision document made available?

- ☐ Ministers
- ☐ Parliament
- ☐ Civil servants
- ☐ Public
- ☐ Internet (please give URL)

Further comments on strategic planning

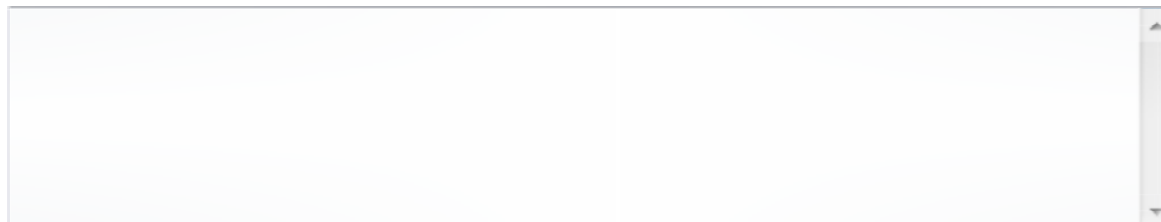


**\*Risk anticipation and management**

Is risk anticipation and management treated as distinct from strategic planning at the centre of Government?

- ☐ Yes
- ☐ No, it is part of strategic planning

Any other comments



Please indicate which activities come under risk anticipation and management:

- ☐ Scenario planning based on identifying and analysing risk/threat to the country as a whole
- ☐ Identifying, analysing and planning for risks to the operation of government (internal system risks)
- ☐ Co-ordination across different central ministries or agencies in the event of a crisis or disaster
- ☐ Co-ordination across different levels of government in the even of a crisis or disaster
- ☐

Further comments on risk anticipation and management

**Trust in public institutions**

Does the Centre of Government monitor or measure levels of citizens' trust in public institutions?

- ☐ Yes, it monitors trust
- ☐ Yes, it measures levels of trust
- ☐ No, it neither monitors nor measures trust

In what way does it monitor trust?

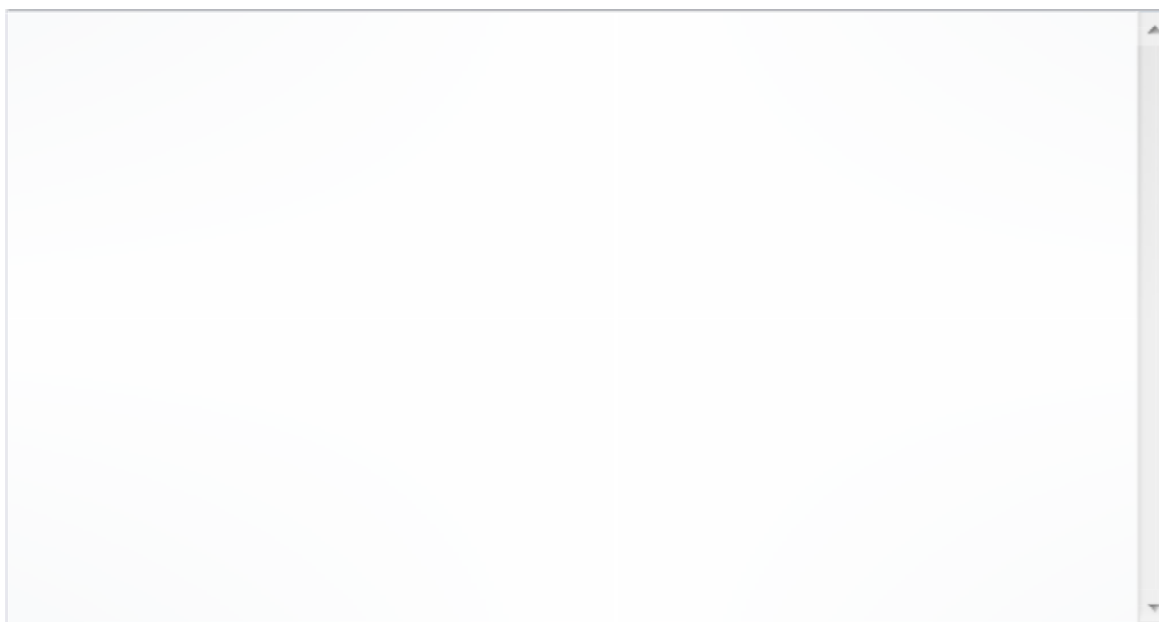
- ☐ CoG looks at existing opinion polls
- ☐ CoG commissions its own opinion polls
- ☐ CoG commissions or reviews more in-depth studies of public trust by experts

Does the Centre of Government have a strategy or has it taken any actions directly aimed at improving or maintaining trust in public institutions?

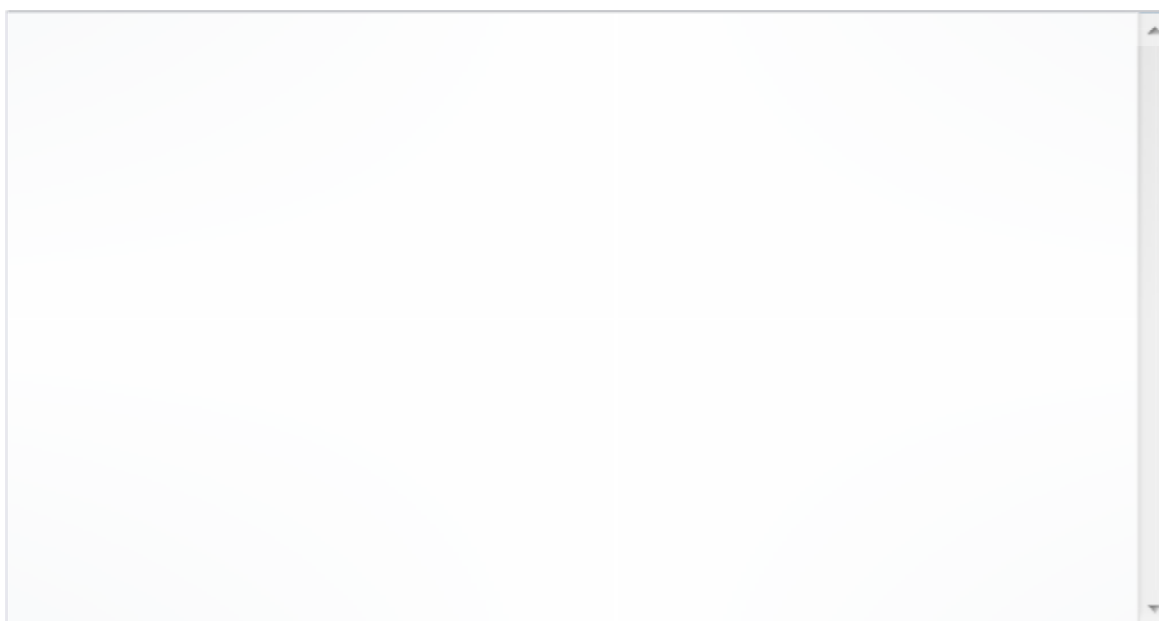
- ☐ Yes we have a strategy
- ☐ Yes we have taken actions
- ☐ No



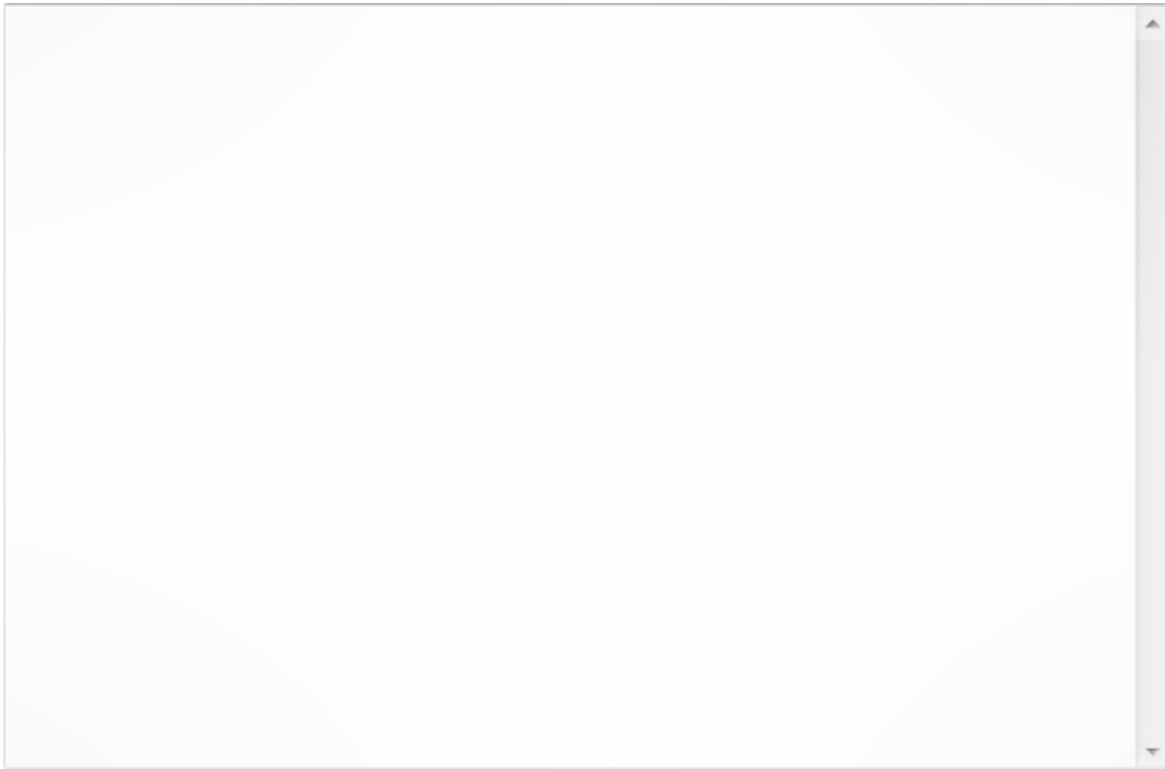
Please describe your strategy for improving or maintaining trust.



Please describe actions the Centre of Government has taken to improve or maintain trust in public institutions.



Further comments on trust in public institutions



**Policy coordination across government**

Is the Centre of Government responsible for organising cross-governmental policy co-ordination groups or committees?

☐ Yes

☐ No

At what level do these cross-governmental policy co-ordination groups or committees exist?

☐ Minister

☐ State Secretary

☐ Director

☐ Other (please specify)

What other mechanisms are used by the Centre of Government to ensure policy co-ordination (if any)?



From 2008-2012, did the number of cross-governmental policy initiatives increase, decrease, or remain fairly stable?

- ☐ Increased
- ☐ Decreased
- ☐ Remained fairly stable

What is the role of CoG in implementing of cross-governmental policy initiatives?

- ☐ Leadership
- ☐ Facilitation / support
- ☐ None

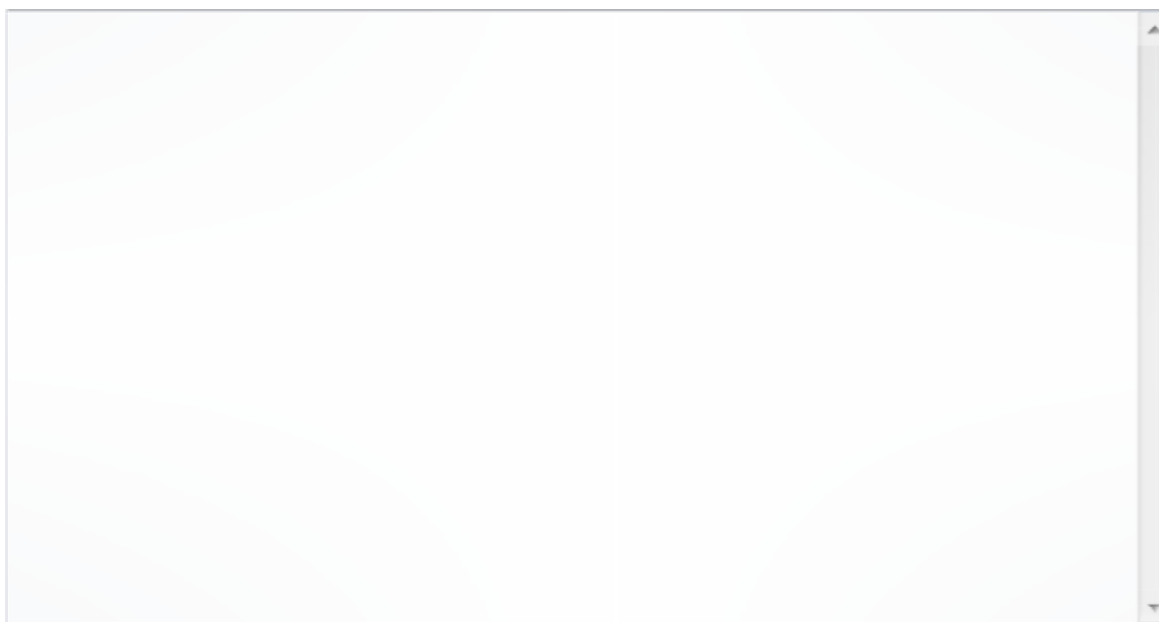
☐ Comments

What incentives exist to promote co-ordination across ministries and agencies?

- ☐ Financial
- ☐ Individual or collective performance targets
- ☐ None

☐ Other

Please explain these incentives



How much influence can the Centre of Government exert over line ministries to encourage them to coordinate with each other?

High = can impose sanctions or consequences Low = can only express views

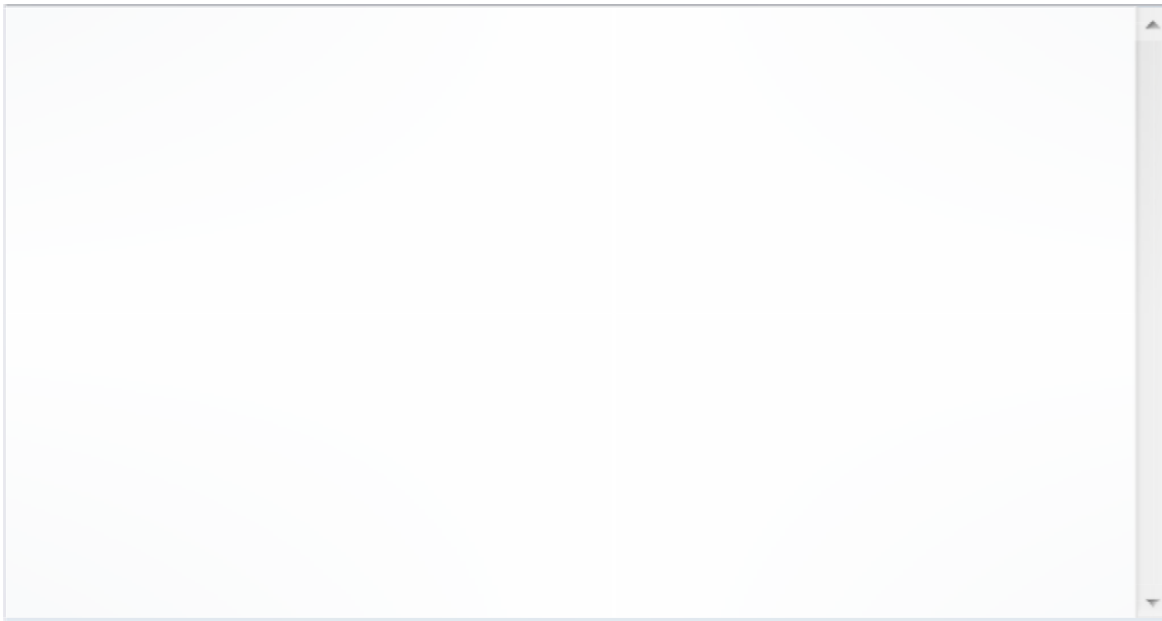
- ☐ High
- ☐ Moderate
- ☐ Low
- ☐ None

**Monitoring implementation of government policies**

Through what mechanisms does the Centre of Government ensure that government policies are implemented by line ministries?

- ☐ Workplan for the implementation of the Government Programme that sets deadlines for ministries to prepare particular proposals
- ☐ Performance targets
- ☐ Monitoring
- ☐ Other

Comments / additional information on ensuring implementation of government policies





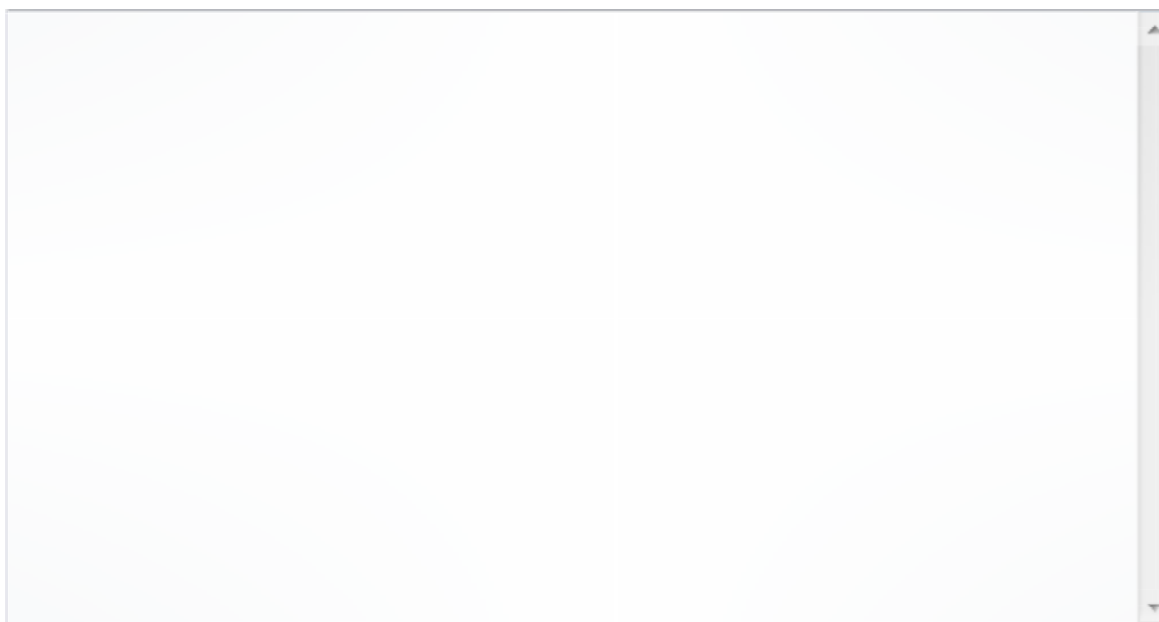
How is the Centre of Government involved in ensuring coherence in international development and aid?

Is there a mechanism for cross-government co-ordination, coherence or discussion of international development and aid issues?

☐ Yes

☐ No

Please describe the mechanism(s)



**What is the role of the Centre of Government in supranational co-ordination and policy issues?**

As a consequence of the interlocking of financial and economic interests across national borders, a wide range of policies (monetary, financial sector, exchange rate, tax, competition, environment, etc.) call for greater international co-ordination (e.g via the G20, the UN, the EU, etc.) to be truly effective.

For each of the inter- or supranational bodies listed below, please indicate what part of government is responsible for co-ordination.

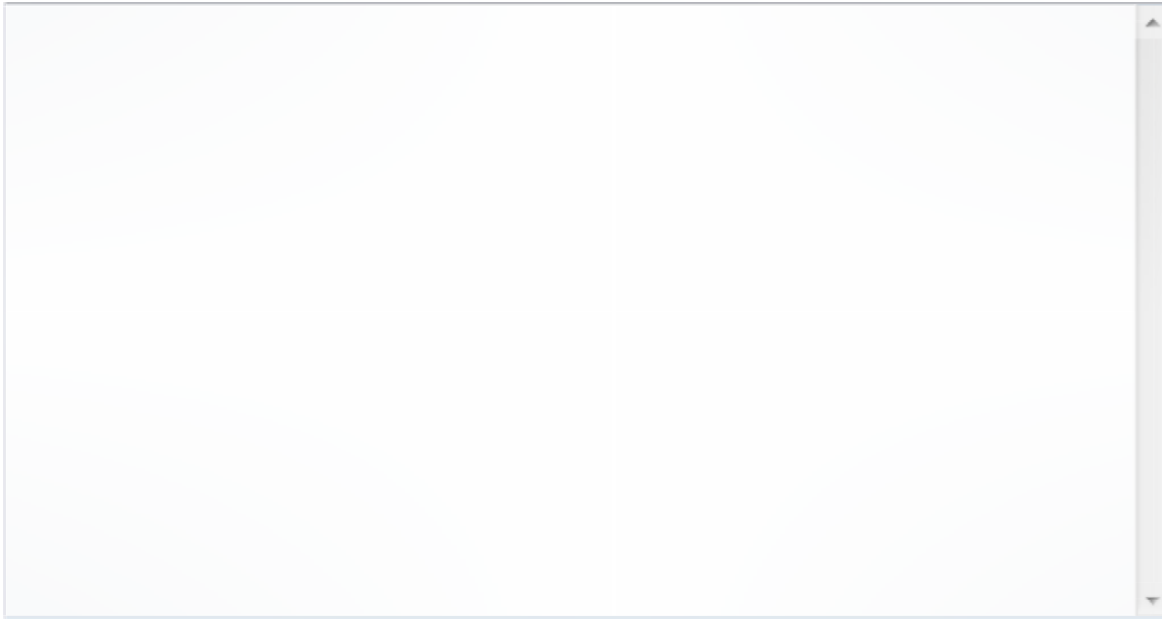
		Centre of Government	Ministry of Foreign Affairs	Not applicable	Other (please specify)
United Nations	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
G20	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
APEC	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
European Union	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
NATO	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
OECD	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
Other (please specify)	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
Other (please specify)	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
Other (please specify)	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>

Does the Centre of Government play a role in international co-operation on policies that require international co-operation (e.g. monetary, financial sector, exchange rate, tax, competition, environment, etc.)?

☐ Yes

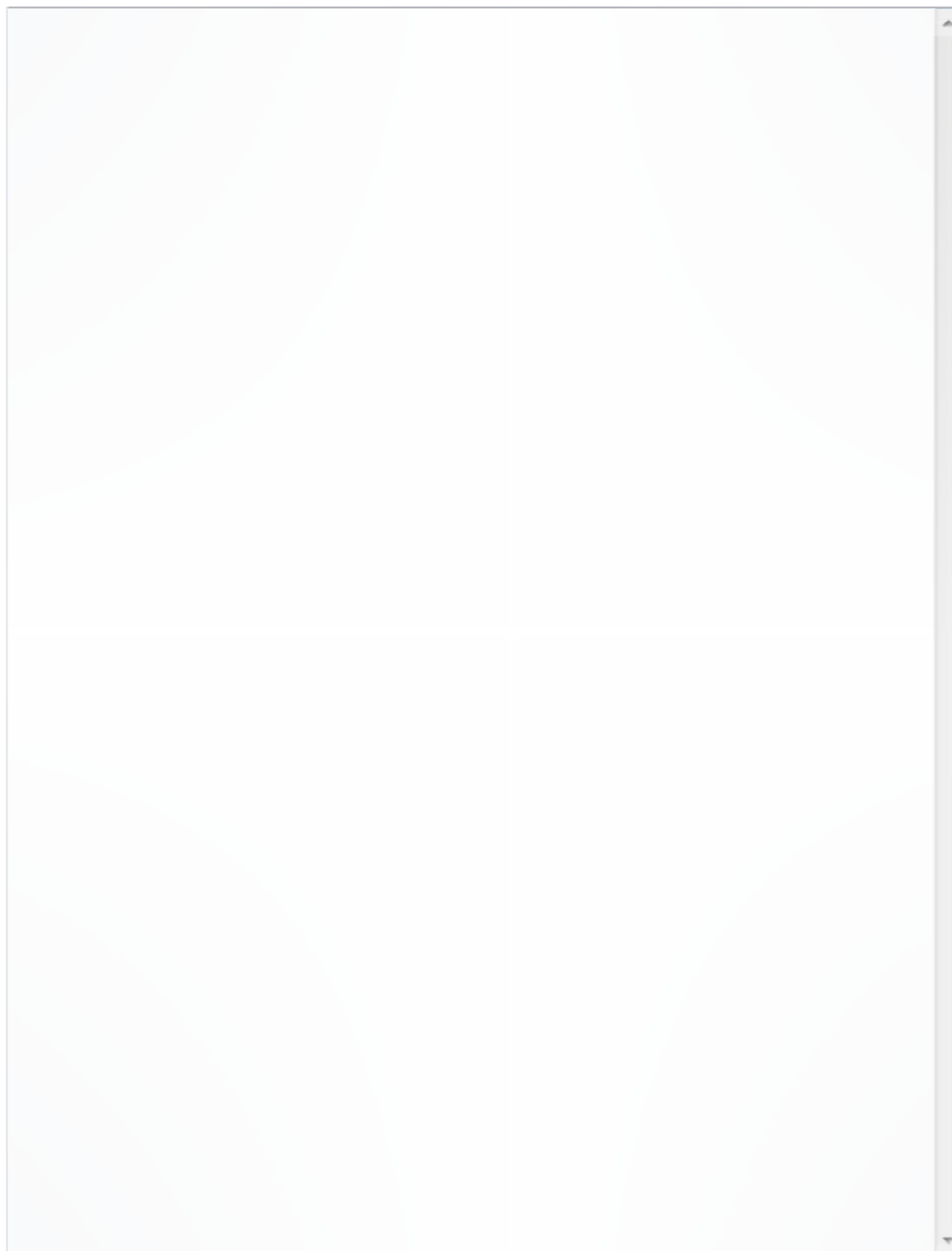
☐ No

Please describe in more detail the Centre of Government's role.



**Additional comments**

We would appreciate additional comments about the structure and activities of the Centre of Government in your country. In particular, it would be helpful if you can suggest aspects that work well, or specific problems encountered, in your CoG.

A large, empty rectangular box with a light gray background and a thin gray border, intended for users to provide additional comments. A vertical scrollbar is visible on the right side of the box.

Thank you for taking the survey.

**Message Format:** HTML

**From:** CoGSurvey@oecd.org

**To:** @@377300

**Bcc:**

**Subject:** OECD Centres of Government Survey 2013

**Body:**

Thank you for filling out the OECD Questionnaire on the Organisation and Functions of the Centres of Government. We greatly appreciate your taking the time to provide this information, which will support international policy dialogue and comparative analysis on public governance. It will enrich OECD's pioneering, high-profile work on governance indicators published in Government at a Glance. The results of this survey, which will share with you, should help you in your reflections and research on improving the performance of the CoG in your country. With best regards, OECD Public Governance and Territorial Development Directorate (GOV)

[www.oecd.org/gov](http://www.oecd.org/gov)