

The effective implementation of an overarching open government strategy highly depends on the enabling environment in which the envisioned reforms are embedded. The cross-cutting nature of such strategy requires strong co-ordination and leadership from the centre of government (CoG), coupled with adequate human and financial resources. Effective governance of open government reforms moreover requires strong capacities of civil servants to design and implement public consultations; respond to citizens, journalists or civil society requesting access to public information; and implement open government related policies such as on open data.

The majority (27 countries) of the 35 OECD countries (77%) have an office dedicated to the horizontal co-ordination of their national open government strategy and initiatives. While the existence of such an office is a crucial element of an efficient co-ordination, its capacity to guide and steer the implementation of the open government strategy and related initiatives greatly depends on a number of factors, including the location of the office. Of the 26 OECD countries that have such office in place, 16 countries (62%) placed it either in the Office of the Head of Government, as in the case of Iceland and Israel, or the Cabinet Office/Chancellery/Council of Ministers, as in Austria and Belgium. The other 10 OECD countries (38%) place the office in other ministries as for example in Finland, where it is located in the Ministry of Finance, whereas in Slovenia it is placed in the Ministry of Public Administration. While the OECD does not recommend a specific institution to be in charge of the open government agenda, the capacity of the co-ordination office to mobilise high level political support and all relevant actors across the administration is essential for successful implementation of open government reforms.

Open government strategies and initiatives can better deliver tangible results if the civil servants involved in their design and implementation are aware of their benefits. The great majority (32 of the 35 OECD countries) acknowledge the need to work towards a change in how the government operates and have taken action to develop the capacities of civil servants to endorse open government reforms. Eighteen OECD countries (51%) have taken initiatives to go beyond raising passive awareness and added courses on open government principles and practices in the curriculum of national schools of public administration. Furthermore, a majority (20 of the 35 OECD countries, 57%) include open government principles in a common public sector values framework and have developed ad hoc manuals and codes of conduct as in the case of 23 of 35 OECD countries (66%).

Furthermore, countries promote the implementation of open government initiatives through different means. For instance, among others, in Canada, Estonia, Italy, Norway, Poland and Spain open government principles and practices are included in the human resources competency frameworks. Austria, Belgium, Canada, the Czech Republic, Finland, Korea, Mexico and Norway do so by including open government principles and practices in public officials' performance agreements and accountability frameworks.

Requiring officials to report publicly (as in 11 of the 35 OECD countries) or internally (as in 9 of the 35 OECD countries) on progress made in implementing open government principles and practices can provide approaches to enhance the accountability of public officials and evade inefficient management of public resources. Eventually, all these approaches can be crucial enablers and catalyst of open government reforms to be implemented in a timely, sustainable and effective manner. Still, a third of countries have not taken specific actions to promote the implementation of open government initiatives at the central level.

#### Methodology and definitions

In 2015, the OECD conducted the Survey on Open Government Co-ordination and Citizen Participation in the Policy Cycle, which was answered by 54 countries. All OECD countries answered to the Survey, together with thirteen countries from Latin America and the Caribbean, Indonesia, Lithuania, Morocco, Philippines, Romania and Tunisia. Senior government officials in charge of the national open government agenda responded to the survey.

The CoG is defined by the OECD as the institutions or offices that provide direct support and advice to the head of government and the council of ministers. In most countries, the CoG has three core roles: supporting quality decision making by the head of government; policy co-ordination across government; and monitoring the implementation of government strategy.

#### Further reading

OECD (2016), *Open Government: The Global Context and the Way Forward*, OECD Publishing, Paris. DOI: <http://dx.doi.org/10.1787/9789264268104-en>

#### Figure notes

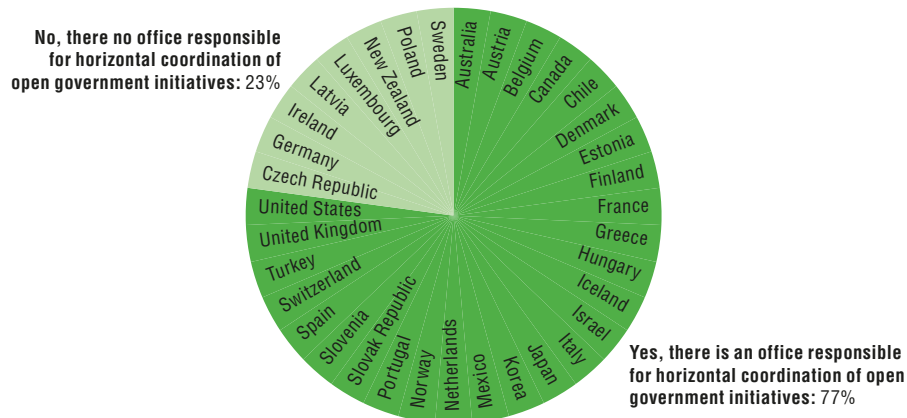
10.4: In Canada and Greece there have been new developments in open government policies since 2015 which are not reflected in this edition of *Government at a Glance*

10.5: For Canada, "other" refers to training materials that are being developed to help departments implement the directive on open government. For Greece, as far as motivation is concerned, the law provides for an annual contest on the use of open public data by natural and legal persons (developing apps based on the effective use of open public) and excellence awards for public entities that have implemented effective and innovative procedures on open data and reuse policy.

In Denmark there have been new developments in open government policies since 2015 which are not reflected in this edition of *Government at a Glance*"

Information on data for Israel: <http://dx.doi.org/10.1787/888932315602>.

10.4. Existence of an office responsible for horizontal co-ordination of open government initiatives, 2015



Source: OECD (2015), "Survey on Open Government Co-ordination and Citizen Participation in the Policy Cycle", OECD, Paris.

StatLink <http://dx.doi.org/10.1787/888933533302>

10.5. Main initiatives to develop capacities and promote implementation of open government, 2015

Country	Developing capacities of public officials by...					Promoting the implementation of open government initiatives by...			
	Adding courses on OG principles and practices in the curriculum of national schools of public administration	Including open government principles in a common public sector values framework	Developing ad hoc manuals/ codes of conduct	No specific actions have been taken so far	Including OG principles and practices in the HR competency framework	Including the implementation of OG principles and practices in public officials' performance agreements and/or evaluations, and accountability frameworks	Requiring officials to regularly report publicly on progress made in implementing open government principles and practices	Requiring officials to regularly report internally on progress made in implementing OG principles and initiatives	No specific actions have been taken so far
Australia	○	●	●	○	○	○	●	○	○
Austria	●	○	●	○	○	●	○	○	○
Belgium	○	○	○	●	○	●	○	○	●
Canada	○	○	○	○	●	●	●	●	○
Chile	○	●	●	○	○	○	●	○	○
Czech Republic	○	●	○	○	○	●	○	○	○
Denmark	○	○	●	●	○	○	○	○	●
Estonia	○	●	●	○	●	○	○	○	○
Finland	●	●	●	○	○	●	●	●	○
France	●	●	○	○	○	○	●	○	○
Germany	●	○	●	○	○	○	●	●	○
Greece	●	●	●	○	○	○	○	○	○
Hungary	●	●	●	○	●	○	○	○	○
Iceland	●	○	●	○	○	○	○	○	●
Ireland	○	●	●	○	○	○	●	●	○
Israel	○	●	●	○	○	○	○	○	●
Italy	●	○	●	○	●	○	●	○	○
Japan	○	○	●	○	○	○	○	●	○
Korea	●	○	●	○	○	●	○	●	○
Latvia	●	●	●	○	○	○	○	●	○
Luxembourg	○	●	●	○	○	○	○	○	●
Mexico	●	●	●	○	○	●	○	●	○
Netherlands	●	●	●	○	○	○	○	○	●
New Zealand	○	○	●	○	○	○	○	○	●
Norway	●	●	○	○	●	●	○	○	○
Poland	●	●	○	○	●	○	○	○	○
Portugal	○	●	○	○	○	○	○	○	●
Slovak Republic	○	○	○	●	○	○	○	●	○
Slovenia	●	○	○	○	○	○	○	○	●
Spain	●	●	●	○	●	○	●	●	○
Sweden	●	●	●	○	○	○	○	○	●
Switzerland	○	○	●	○	○	○	○	○	●
Turkey	○	●	○	○	○	○	○	○	●
United Kingdom	●	○	●	○	○	○	●	○	○
United States	-	-	-	-	-	-	-	-	-
<b>OECD Total</b>	<b>18</b>	<b>20</b>	<b>24</b>	<b>3</b>	<b>7</b>	<b>8</b>	<b>11</b>	<b>10</b>	<b>12</b>
Yes	●								
No	○								
Don't know	-								

Source: OECD (2015), "Survey on Open Government Co-ordination and Citizen Participation in the Policy Cycle", OECD, Paris.

StatLink <http://dx.doi.org/10.1787/888933535297>



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