

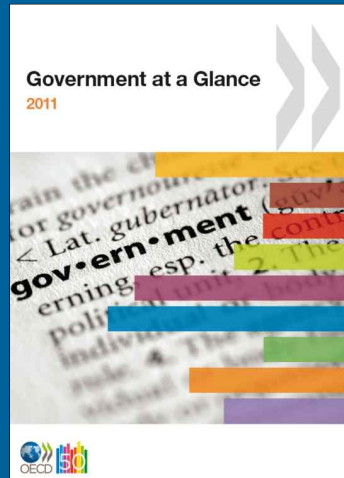
Government at a Glance, 2011

Zsuzsanna Lonti

Head of unit, Statistics
and indicators

OECD – GOV

What is Government at a Glance ?



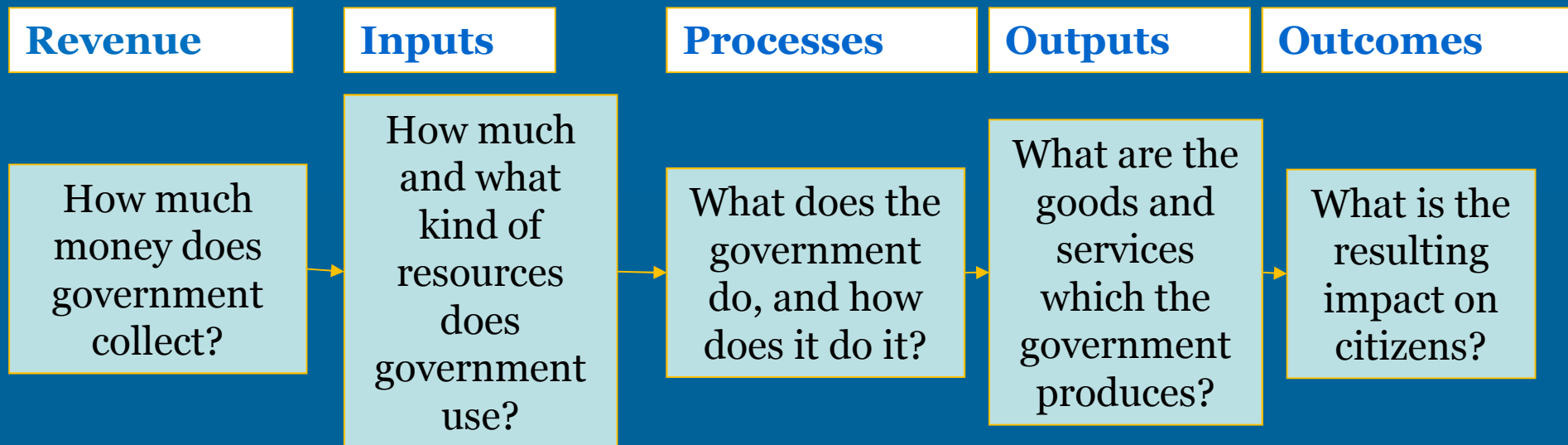
Released June 2011
www.oecd.org/gov/indicators/govataglance

- Bi-annual publication of the OECD
- 42 countries - 58 indicators - 10 policy areas
- Unique access to governments
 - data collected from government officials
 - practitioner focus
- Indicators selected in consensus with member countries
- Co-operation with working parties and expert groups

Content of G@G 2011 publication

Institutions Structure of government

1. Political and Administrative Context



Revenues

Public finance
Public employment
Compensation

HRM
Transparency
Public Procurement
Regulatory Governance
Service Delivery
Strategic Foresight and
Leadership

Measures of fairness
Education sector
Health sector
Tax efficiency

Typology of indicators

Policy areas covered

Core indicators

Re-occurring data for time series analysis

- Public finance & economics
- Integrity
- Public employment
- E-government

Periodic indicators

Alternate in editions

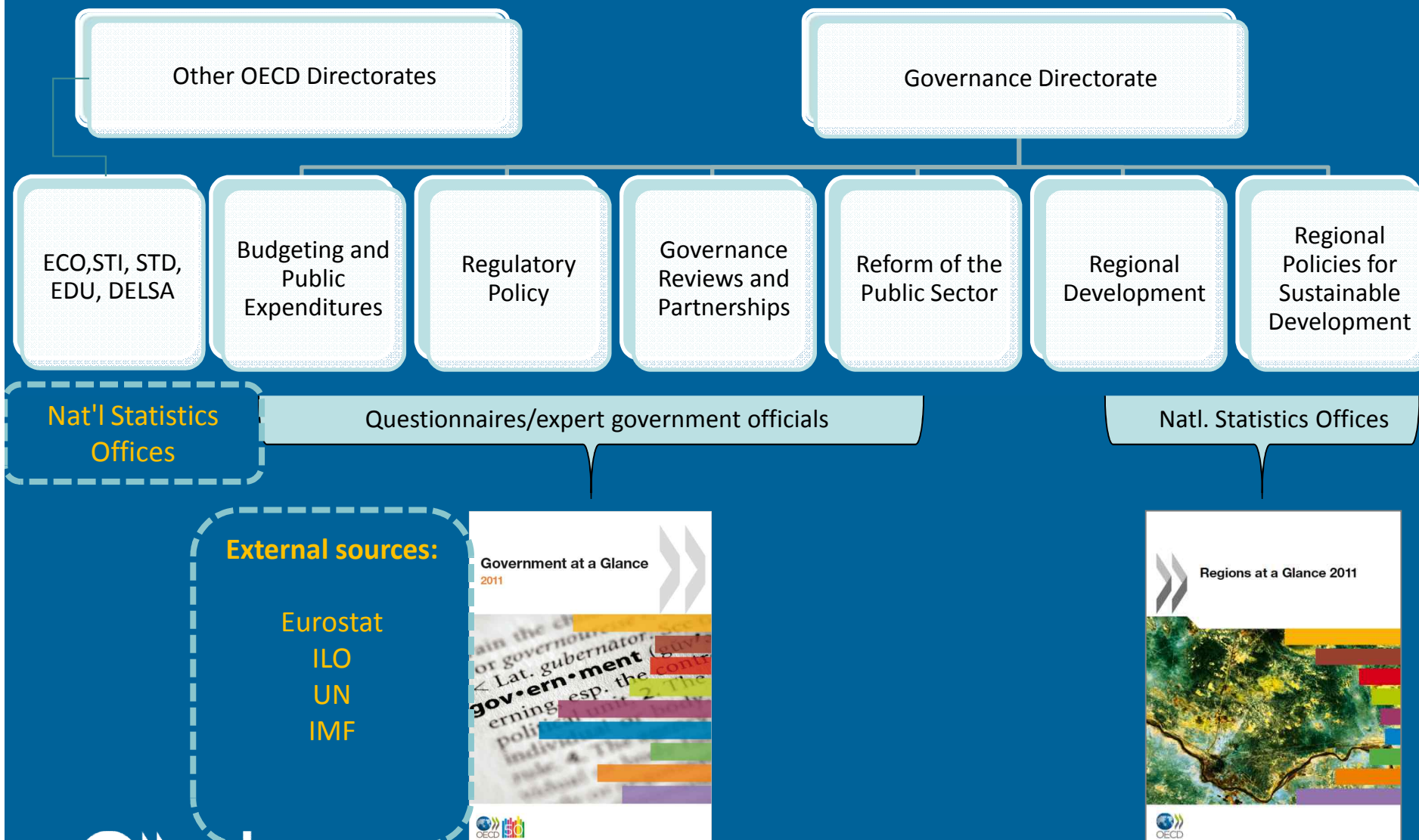
- Budget practices & procedures
- Regulatory governance
- Open government
- HRM practices
- Performance in selected sectors

Special features

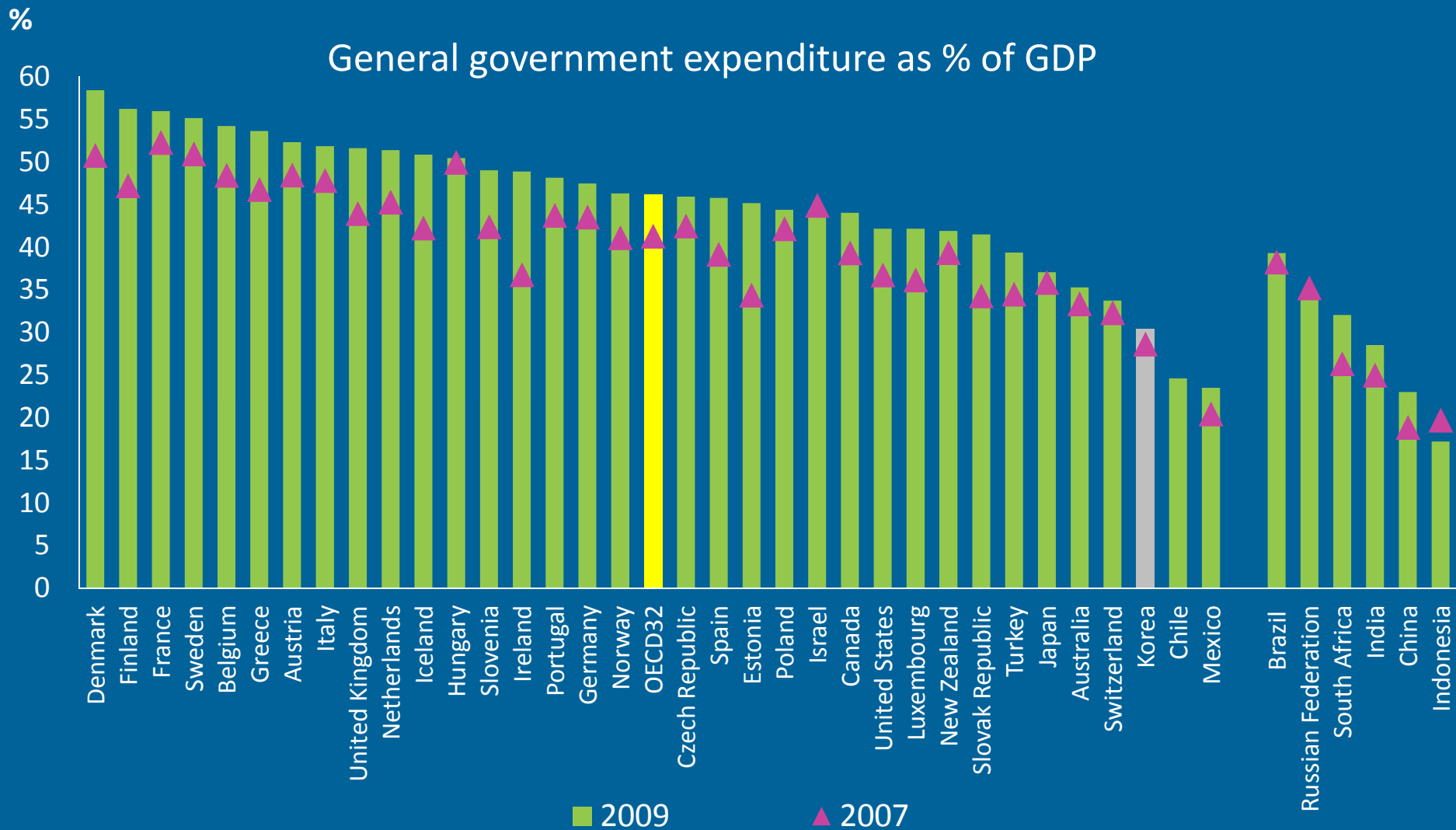
Timely/topical data and issue-areas

- Research & development spending
- Green procurement
- Co-production in service delivery

Sources of data



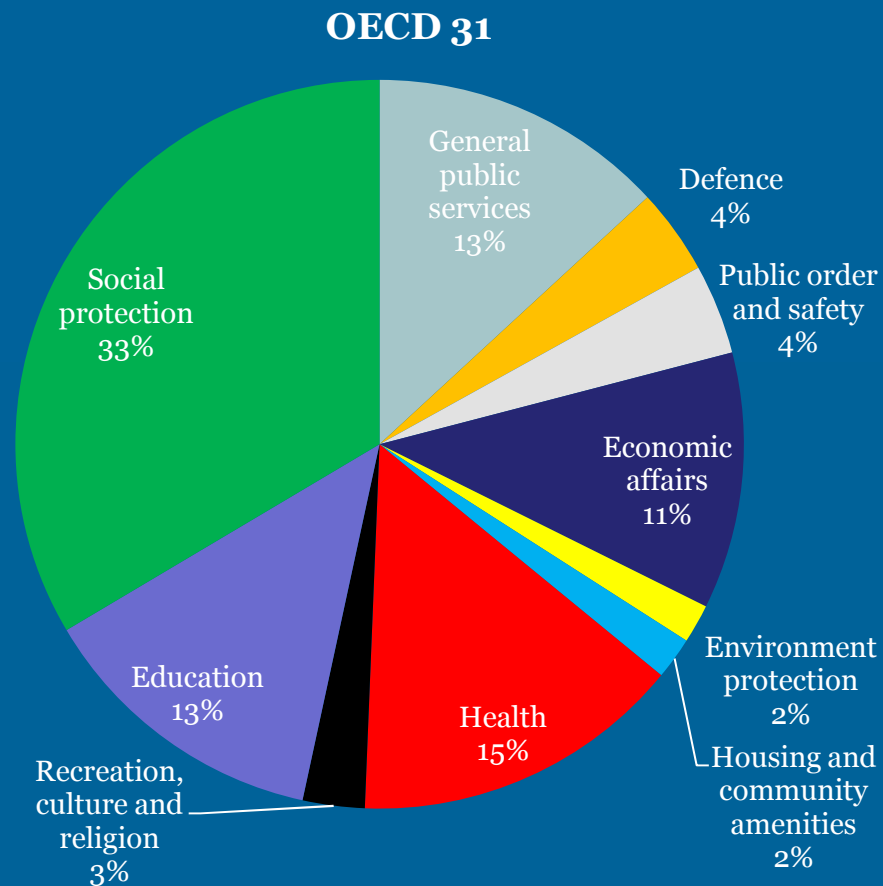
Governments have significantly expanded their footprint



Source: Government at a Glance 2011, extracted from OECD National Accounts Database.

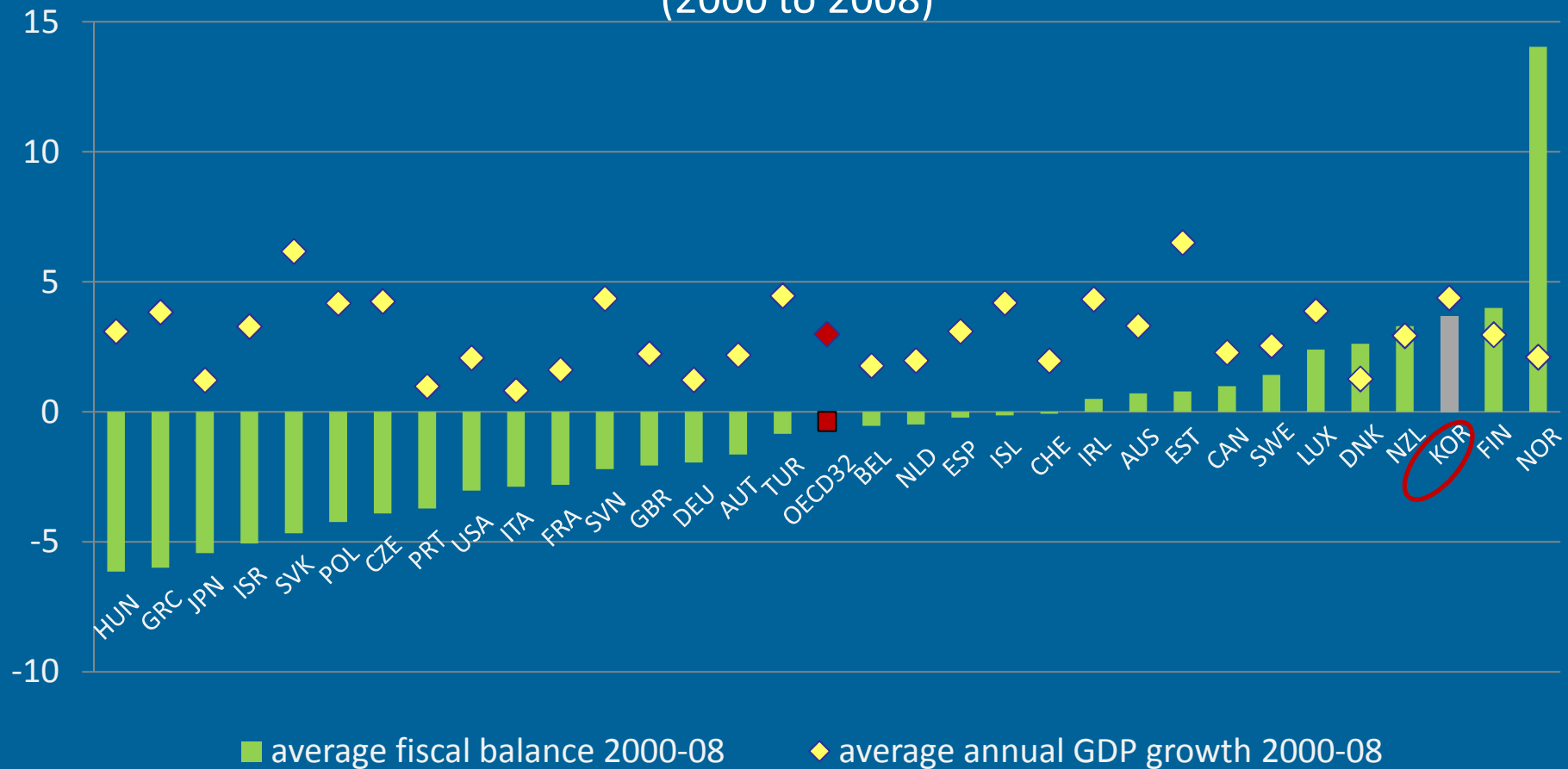
What have they been spending on?

General government expenditures by function (2008)



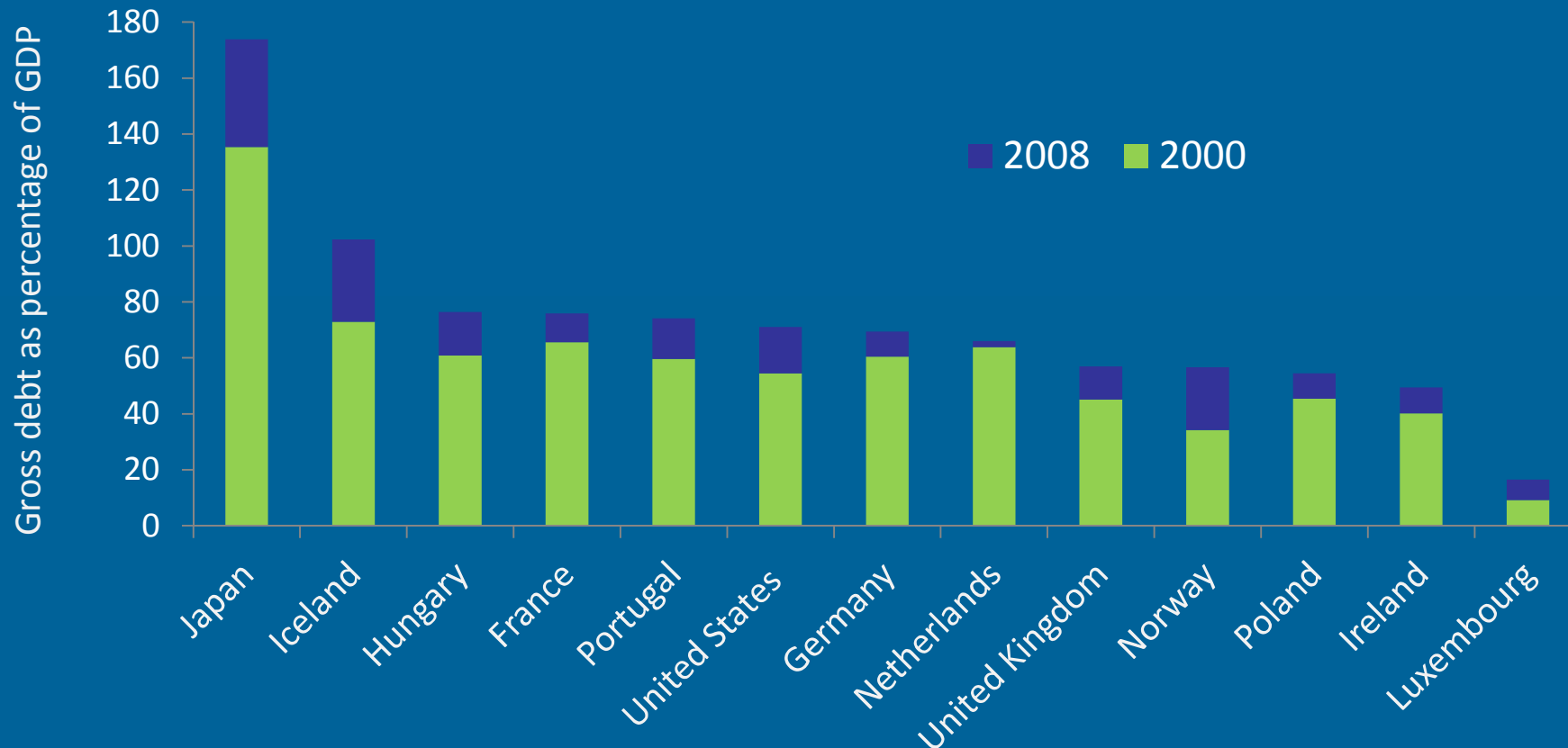
Many OECD governments did not “save for a rainy day”

Average annual growth in GDP and average fiscal balance as a percentage of GDP
(2000 to 2008)



With increase in gross debt in 13 countries...

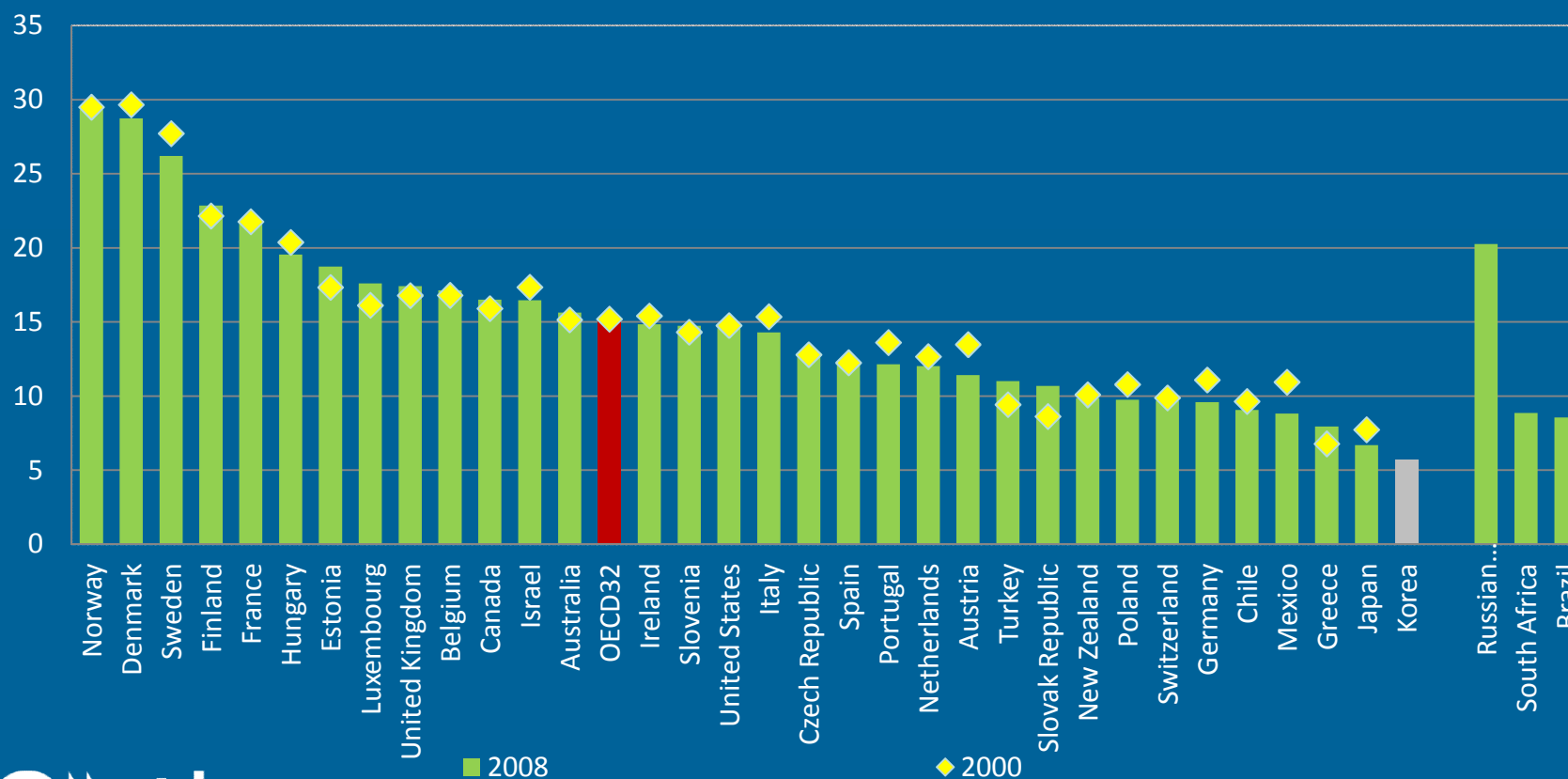
... and gross debt increased during 2000 and 2008 in 13 OECD countries.



The Fiscal Consolidation Imperative

Over the last decade the public employment share of the labour force remained fairly constant in most OECD countries.

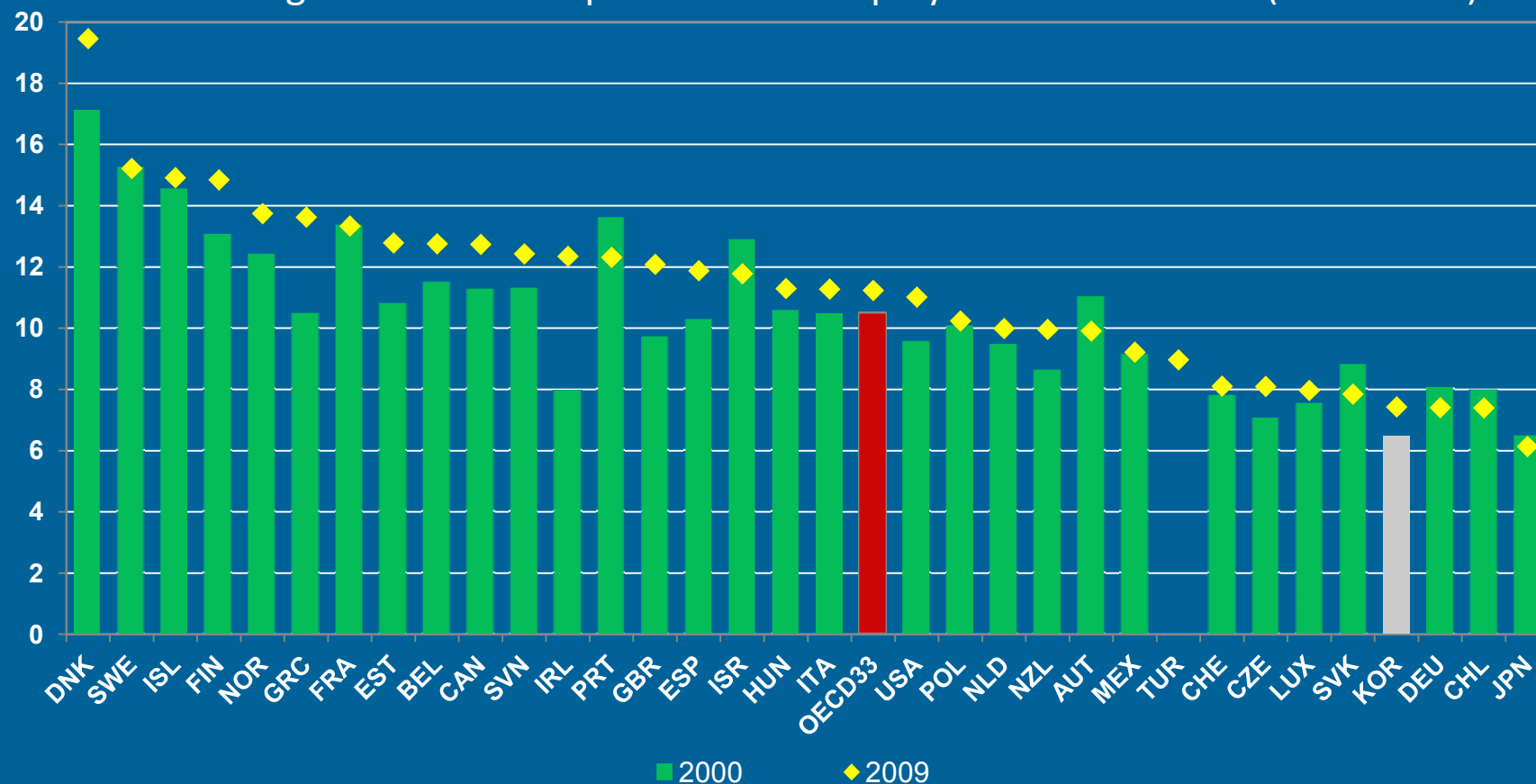
Employment in general government as a % of the labour force (2000-2008)



The fiscal consolidation imperative

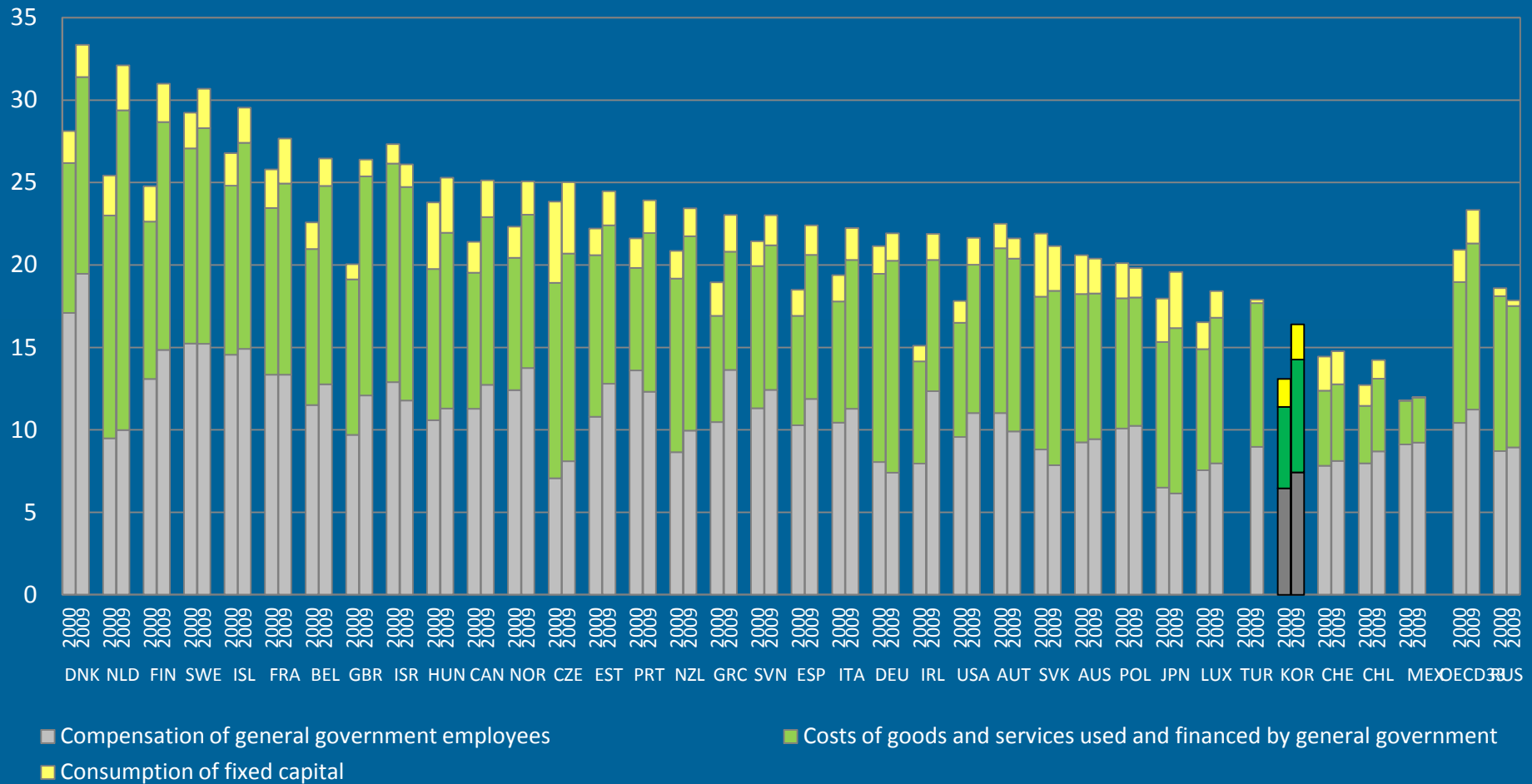
On average the wage bill in the OECD area increased from 10.5% to 11.2% of GDP between 2000 and 2009.

General government compensation of employees as a % of GDP (2000-2009)



Production costs

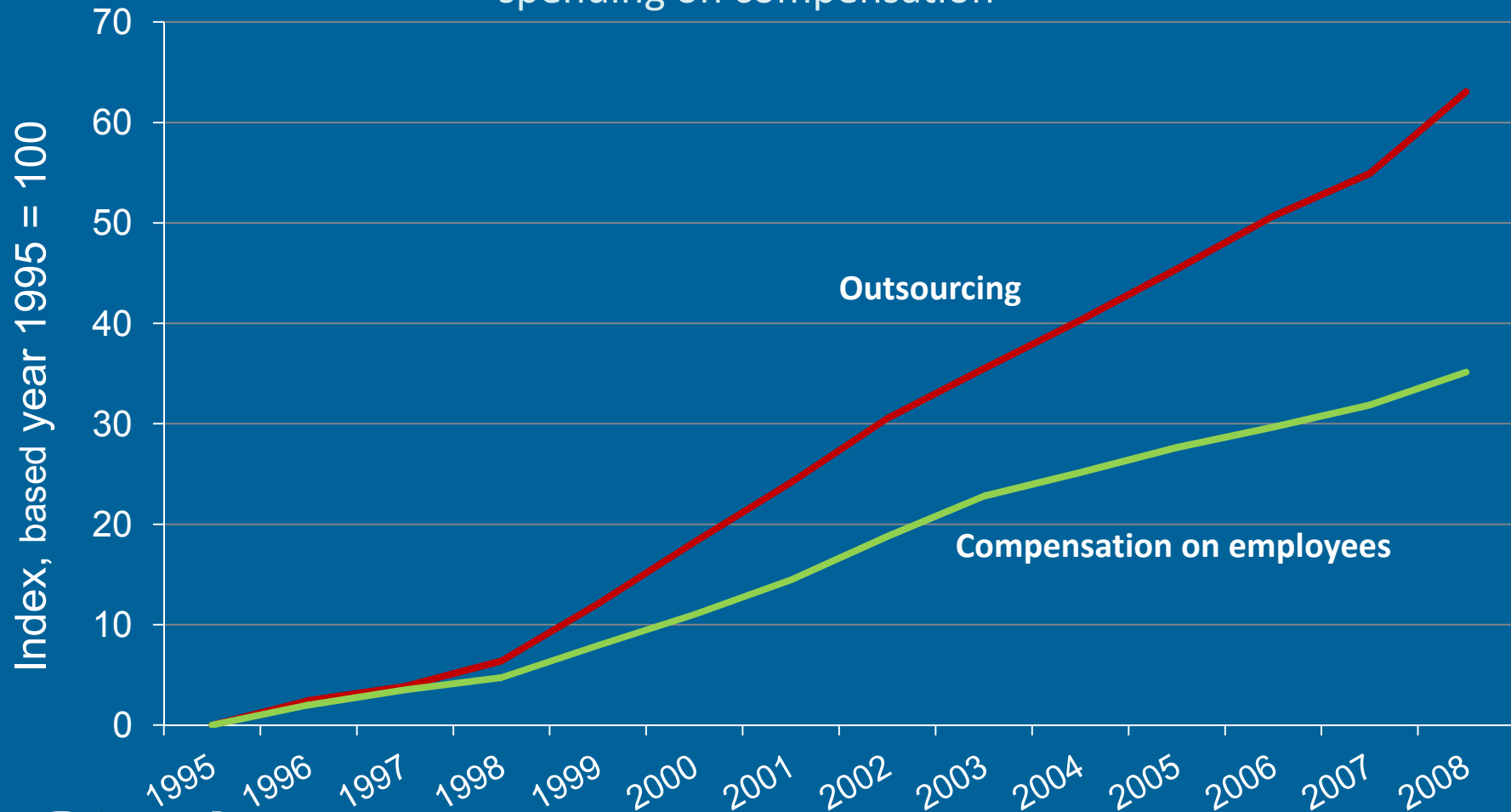
Production costs as a percentage of GDP (2000 and 2009)



Source: Government at a Glance 2011; OECD System of National Accounts.

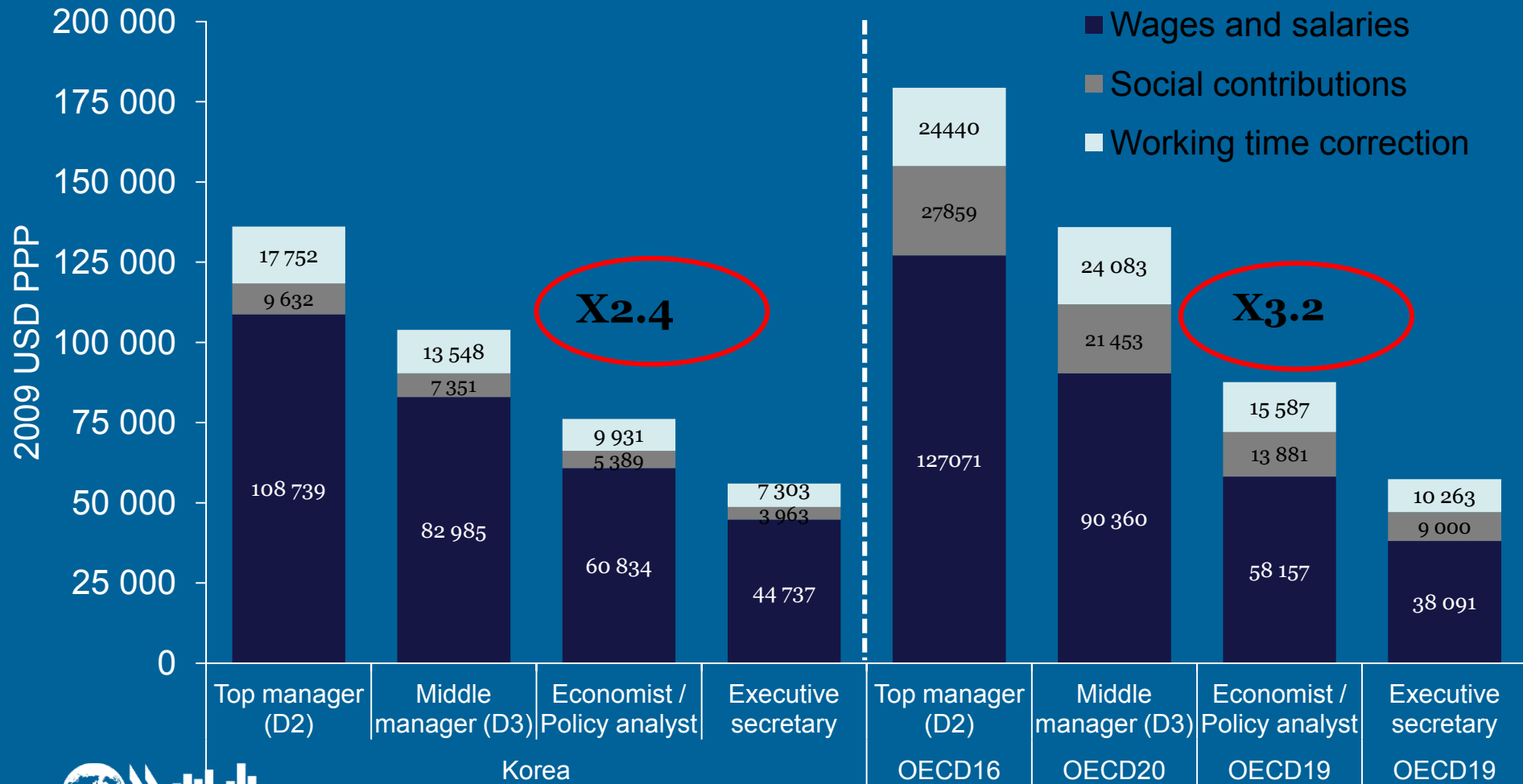
Are compensation costs out of hand in the OECD?

Spending on outsourcing has grown at a faster rate than spending on compensation



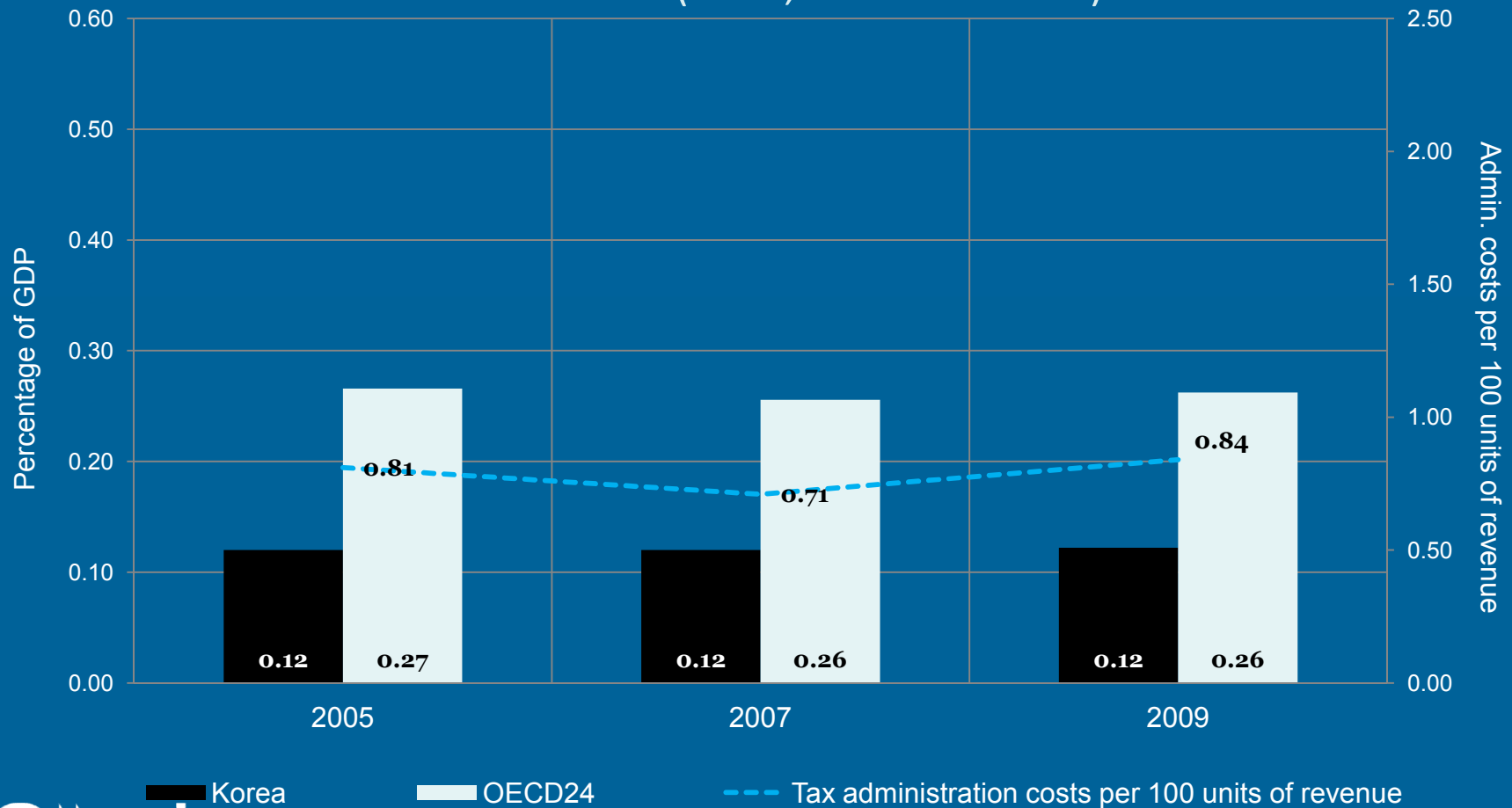
Pay relativities in central government across OECD

Average annual compensation for selected central govt. positions, Korea and OECD averages (2009)



Tax efficiency

Tax efficiency: Total revenue body expenditures as a percentage of GDP and tax administration costs per 100 units of revenue (2005, 2007 and 2009)



Source: OECD 2011, Tax administration in OECD: Comparative Information Series (2010)

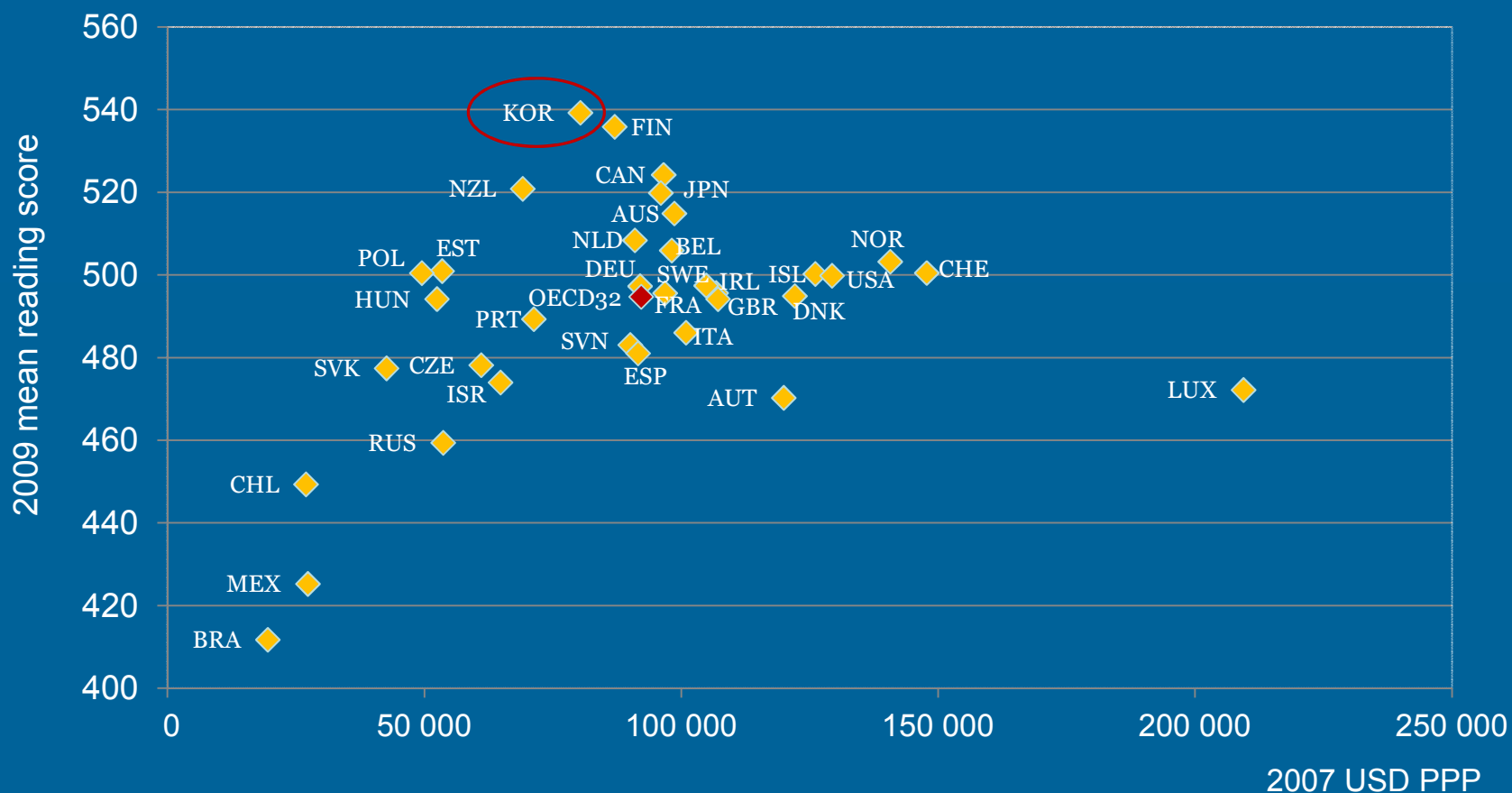
Cost effectiveness in health

Life expectancy at birth and total expenditure on health per person (2008)

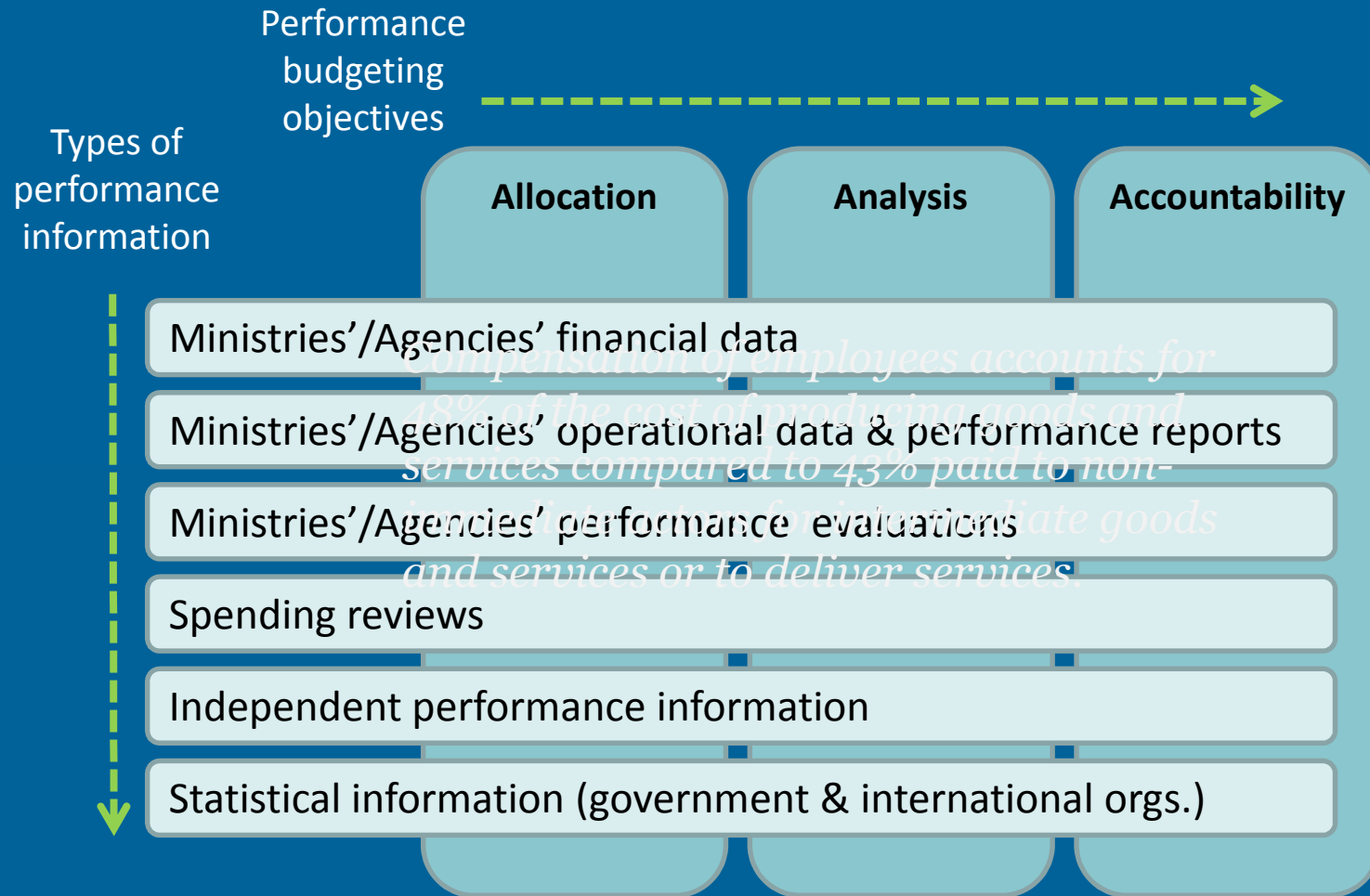


Cost effectiveness in education

Performance in 2009 PISA reading and total cumulative expenditure per student for primary and secondary education in USD PPP (2007)



The various uses of financial data



Why should financial data be turned into performance indicators ?

- Interoperability
- Efficiency savings
- Reduction of human error
- Reliability of the data

Implications of FMIS in Public Sector Governance

Jim Brumby
Sector Manager
Public Sector & Governance
The World Bank

Innovations in the Financial Management Information Systems and Changes in Asia
Feb 16, 2012 Seoul, Korea



Contents

- Definitions
- Governance and Anti-Corruption
- Key Principles of Good Governance
- FMIS and Governance
- Demand for Good Governance
- Global Initiative for Fiscal Transparency (GIFT)
- Conclusions



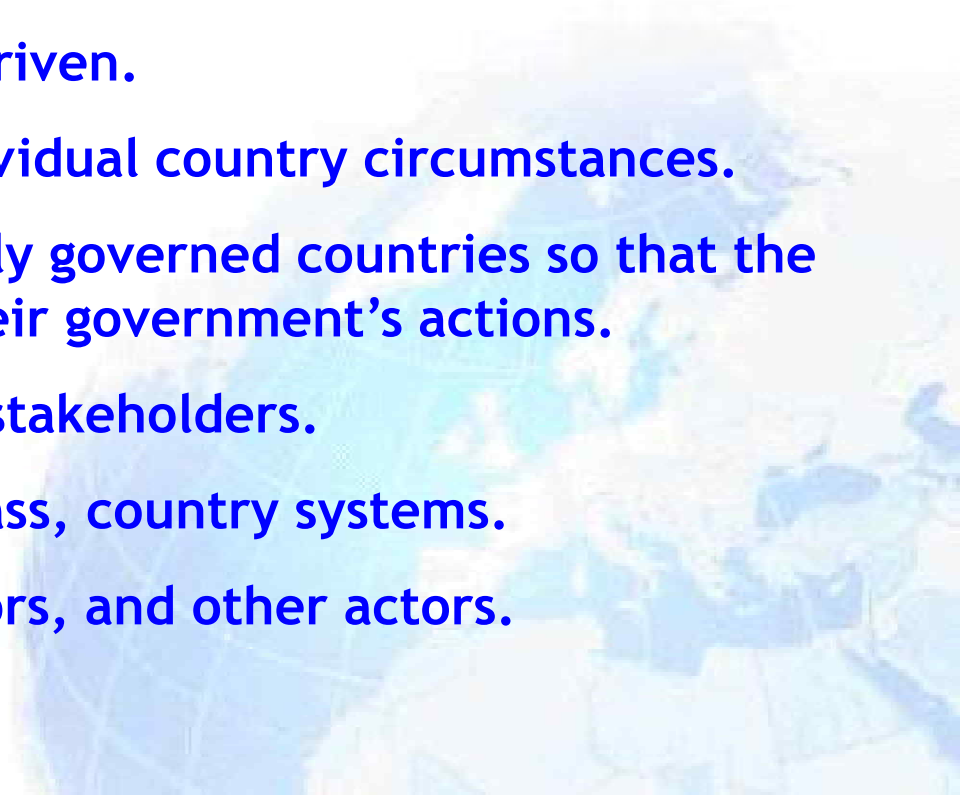
Definitions

- ▶ **Governance** is the exercise of power in the management of a country's economic and social resources for development.
- ▶ A **Financial Management Information System (FMIS)** can be broadly defined as a set of automation solutions that enable governments to plan, execute and monitor the budget, by assisting in the prioritization, execution, and reporting of expenditures, as well as the custodianship and reporting of revenues.
- ▶ FMIS solutions offer a great potential for **good governance**, by improving Transparency, Accountability and Participation (TAP) in public financial management through reliable information systems.
- ▶ The World Bank Group's interest in good governance arises from the impact that poor governance and corruption may have on the effectiveness of the development programs it supports, and ultimately economic progress.



Governance and Anti-Corruption

- ▶ The World Bank Group began implementing its **Governance and Anticorruption** (GAC) Strategy in mid-2007. The strategy is guided by seven key principles:
 - Fight poverty by building capable and accountable states that create opportunities for the poor.
 - Ensure that work is country driven.
 - Adapt implementation to individual country circumstances.
 - Remain engaged even in poorly governed countries so that the poor are not penalized for their government's actions.
 - Engage with a broad array of stakeholders.
 - Strive to strengthen, not bypass, country systems.
 - Work with governments, donors, and other actors.





GAC Update (2011-2014)

- ▶ Assessment of the implementation of aspects of GAC Phase I was completed by the Independent Evaluation Group (IEG) in July 2011.
- ▶ The WBG is currently working on the second implementation phase of its GAC Strategy (2011-2014). GAC Phase II will build upon the original GAC strategy and its Implementation Plan adopted in 2007.
- ▶ **GAC Phase II** will focus on:
 - intensifying efforts to measure development results,
 - shifting the focus from individual transactions to building sustainable country-level systems and institutions, and
 - taking a more informed and considered approach to risk and risk management.
- ▶ The **GAC Knowledge and Learning Portal** is the primary destination for GAC-related knowledge-sharing and learning at the World Bank.



F
M
I
S

GAC Portal

World Bank Intranet
Countries · Topics · Units · Services · People · Operations · Data & Reference
Welcome Cem Dener

This Site
Search GAC Sites

GAC Communication for GAC Reform

GOVERNANCE & ANTI-CORRUPTION About this site >

KNOWLEDGE & LEARNING HOME

GAC IN THE WORLD BANK GROUP

TRAINING (LEARNING MODULES)

GAC IMPACT

PUBLIC INSTITUTIONS

GAC IN PROJECTS

POLITICAL ECONOMY

DEMAND FOR GOOD GOVERNANCE

GAC IN HUMAN DEVELOPMENT

GAC IN INFRASTRUCTURE

GAC COMMUNICATIONS

GAC IN NATURAL RESOURCE MANAGEMENT

GAC IN AFR

HIGHLIGHTS 1 of 3 < >

Research and Advocacy

CommGAP is fundamentally a global advocacy program which is drawing upon lessons learned around the world to develop tools to support governance reform programs and to unite the broader development policy community around governance issues.

[Learn More >](#)

HOW COMMUNICATION MATTERS

Real-world experiences provide the lens through which development practitioners and reform managers can best appreciate the 'how' of communication influence in governance reform. Innovative approaches in deploying communication-based solutions offer key lessons in addressing the unique and oftentimes, difficult, challenges of governance reform.

COMMGAP BLOG

02/02 **Weekly Wire: the Global Forum**
These are some of the views and reports relevant to our readers that caught our atte.,

02/01 **Is Media Freedom at the Heart of Media Development?**
What's media assistance about anyway? Actually, there's not really a

CALENDAR

Title

There are no items to show in this view of the "Calendar" list.

RESOURCES

Type	Title
	Public Sentinel: News Media & Governance Reform
	Building Commitment to Reform through Strategic Communication: The Five Key Decisions
	Governance Reform Under Real



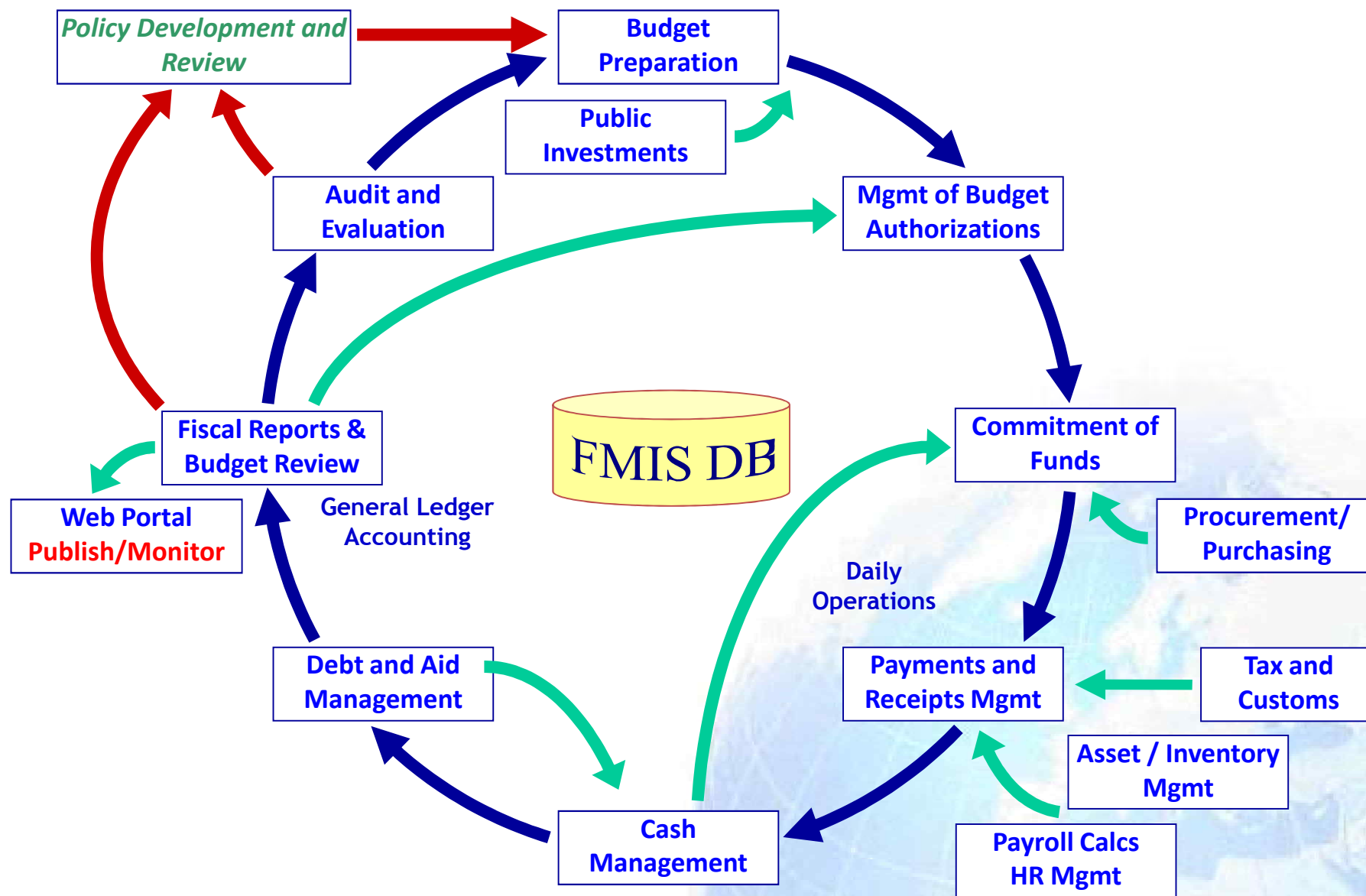
Key principles of Good Governance

- ▶ **Transparency** of processes, and of information in the public domain.
- ▶ **Accountability** internal, in terms of the proper use of resources; external in terms of accountability and responsiveness to the citizens.
- ▶ **Participation** in terms of “voice”, inputs to project design, and oversight of implementation.
- ▶ Applying these principles (**TAP**) can create an environment for good governance.



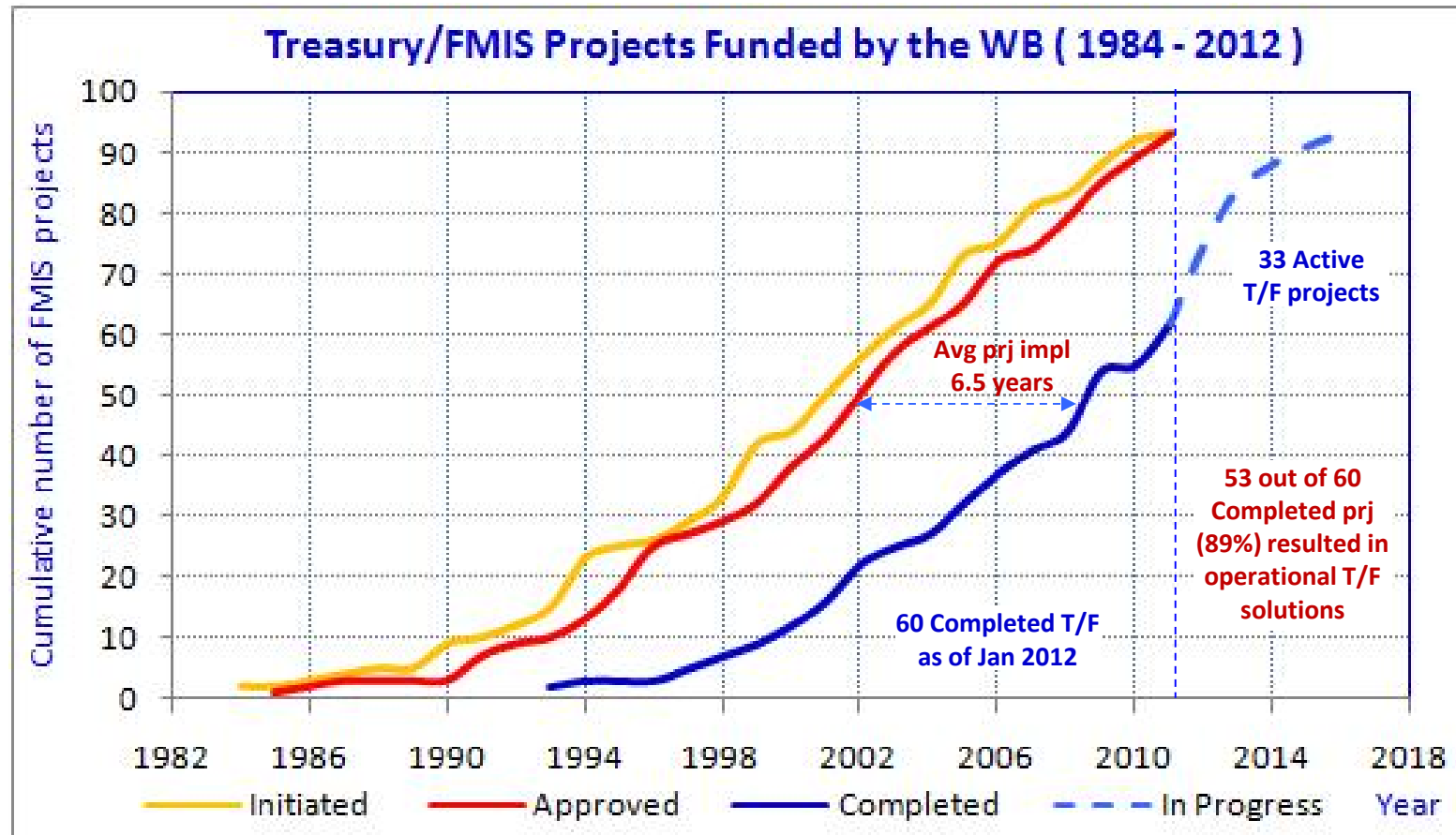
FMIS

What is FMIS?





FMIS Projects



Since 1980s, the WBG has financed 93 completed/active projects in 54 countries totaling over US \$2.4 billion (Total cost: \$3.6 billion).

Source: Cem Dener, World Bank

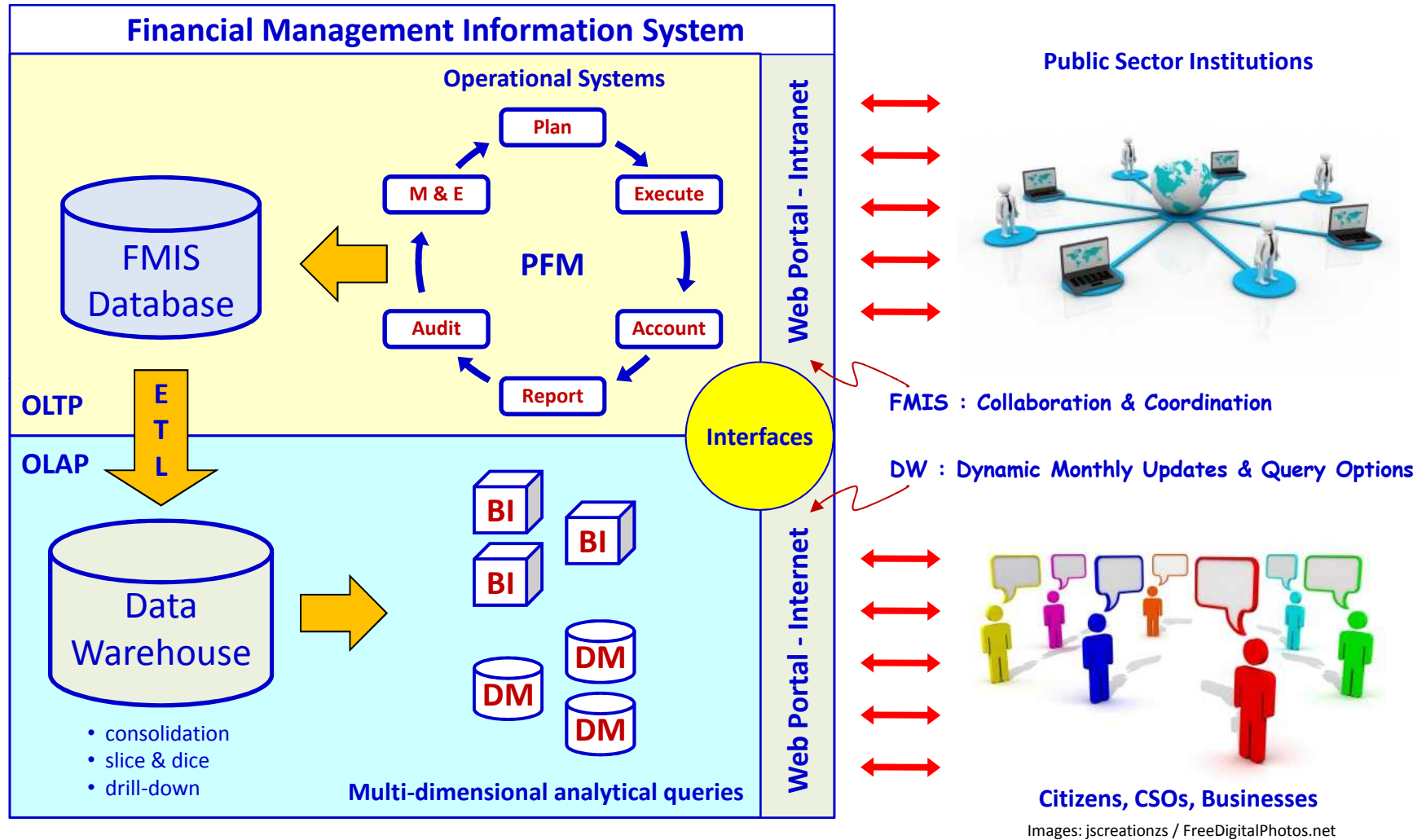


FMIS and Governance

- ▶ Transparency = Openness + Visibility
- ▶ FMIS solutions are designed to ensure effective allocation and rule based management of budget resources based on a reliable information system.
- ▶ FMIS improve interactions across the various organizational units within government in terms of execution, reporting, and accuracy of budget transactions.
- ▶ The development of **web portals** to publish Public Finance (PF) data regularly (with dynamic links to FMIS databases) is becoming a key indicator for transparency and availability of modern T/F systems.
- ▶ More recently, **open budget initiatives** have led to an increase in the provision of PF data for.



Goal : Daily recording and reporting of public finance data



OLTP : Online Transaction Processing OLAP : Online Analytical Processing ETL : Extract, Transform, Load BI : Business Intelligence DM : Data Mining



English Español Français Русский العربية 中文

THE WORLD BANK
Working for a World Free of Poverty

Home ABOUT **DATA** RESEARCH LEARNING NEWS PROJECTS & OPERATIONS PUBLICATIONS COUNTRIES TOPICS

Data

By Country By Topic Indicators **Data Catalog** Microdata News About For Developers Products

This page in English Español Français العربية 中文

Data Catalog [SHARE](#)

The World Bank's Open Data initiative is intended to provide all users with access to World Bank data. The data catalog is a listing of available World Bank datasets, including databases, pre-formatted tables, reports, and other resources.

Featured Collections

WORLD BANK FINANCES

World Bank Finances
Datasets related to the World Bank's finances, with tools to filter, visualize, share, and embed data.

World Development Indicators

The primary World Bank collection of development indicators compiled from officially-recognized international sources.

AFRICA DEVELOPMENT INDICATORS 2011

African Development Indicators
The most detailed collection of data on Africa.

Global Economic Prospects

Country-level data on the short-, medium, and long-term outlook for the global economy and the implications for developing countries and poverty reduction.

Type:

World Development Indicators [Available in the API](#)

The primary World Bank collection of development indicators, compiled from officially recognized international sources. It presents the most current and



DFGG

- ▶ **Demand for Good Governance (DFGG)** refers to the extent and capability of citizens to hold the state accountable and make it responsive to their needs.
- ▶ DFGG matters to development for two key reasons. First, DFGG approaches empower people. Second, DFGG approaches have the potential to improve economic growth, social justice and service delivery.
- ▶ FMIS solutions assist in improving DFGG by providing reliable information to citizens, CSOs and businesses on the performance of budget.

Functional Elements	Level of Involvement		
	Community and Local Government	Sector	National
Information and Transparency	<i>Promoting and creating opportunities for multi-stakeholders access disclosure & dissemination of information and transparency norms</i>		
Consultation and Participation	<i>Encouraging and mediating opportunities for multi-stakeholders to input in policies, public spending, and project planning</i>		
Monitoring and Oversight	<i>Strengthening multi-stakeholder participation in supervision and oversight of policies, programs, projects, and services to ensure public commitments are met</i>		

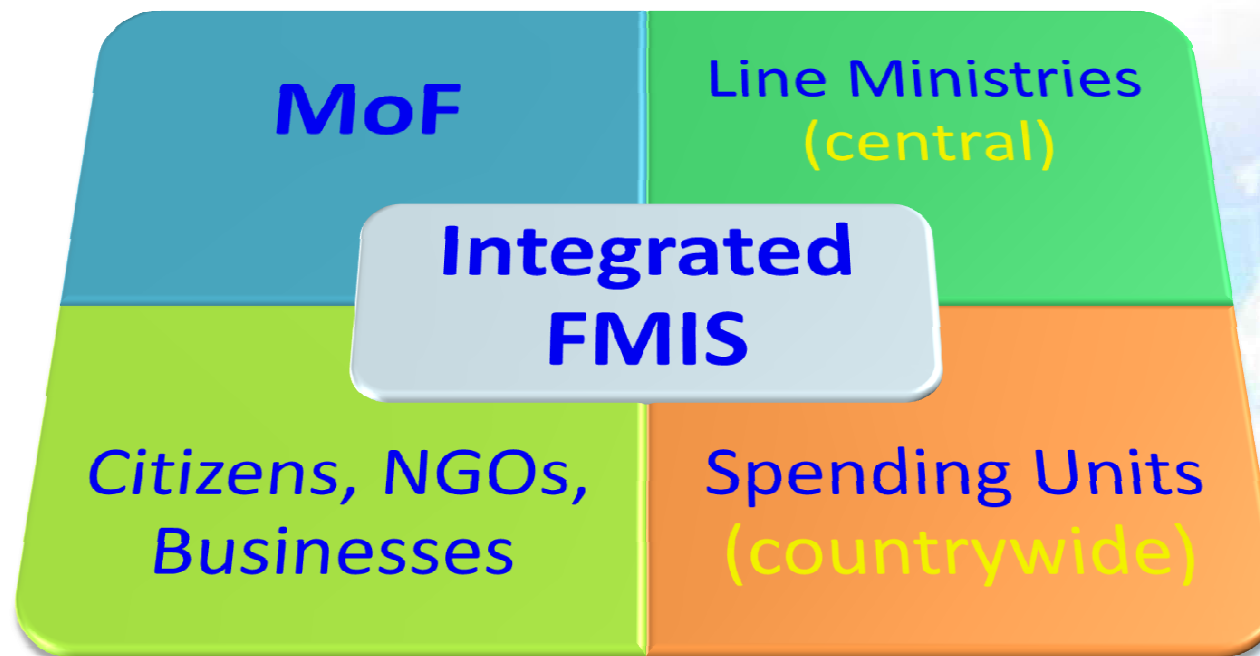


GIFT

- ▶ The multi-stakeholder “**Global Initiative for Fiscal Transparency**” (GIFT) held its first meeting in Washington, D.C., on July 13-14, 2011.
- ▶ GIFT is focusing on assembling the full range of stakeholders that are involved in and critical to effective and efficient public financial management.
- ▶ GIFT is expected to advance and institutionalize significant and continuous improvements in fiscal transparency, engagement, and accountability in countries around the world.
- ▶ GIFT will be launched in Brazil in March 2012, in conjunction with the planned meeting of the Open Government Partnership.
- ▶ GIFT Working Principles: (i) collaborative problem-solving; (ii) generative and “creative” dialogue; (iii) action learning; (iv) sufficient consensus for early victories; and (v) a focus on scaling impact at the country level.

Integrated FMIS = Collaboration + Communication

- ▶ Whenever FMIS and other PFM information systems share the same central database to record and report all daily financial transactions, offering reliable consolidated results for decision support, performance monitoring and web publishing, they can be referred to as an ‘integrated’ FMIS (or IFMIS).
- ▶ Integrated FMIS should be accessible to all stakeholders for effective collaboration, coordination and communication to improve governance.





www.worldbank.org/publicsector

Thank You

<https://etteam.worldbank.org/FMIS>