

Steering from the Centre of Government in Times of Complexity Compendium of Practices

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Corrigendum

Page 3: Foreword

Modify the second paragraph to: Centres of government (CoGs) are pivotal in this essential transformation. With their unique central positioning, they are at the heart of steering holistic and coordinated decision-making for governments. They act as the bridge between the political and administrative spheres of government, stewards of setting countries' visions and priorities, and are pivotal in guiding robust and contemporary practices across the public administration. CoGs can be the key to making government greater than the sum of its independent elements

Page 16:

Modify the first paragraph under title Managing relationships through coalition governments to: Coalition governments are becoming more prominent for many reasons, including in the context of polarisation and threats to democracy. Coalition governments do not always have relationships or mechanisms to collaborate and function effectively, challenging the CoG's role. In this context, internal stakeholder management has become increasingly important (Shostak et al., 2023[11])

Page 23:

Add reference related to citation above: Shostak, R. et al. (2023), The Center of Government, Revisited: A Decade of Global Reforms, Inter-American Development Bank, Washington, D. C., <https://doi.org/10.18235/0004994>.

Page 31:

Modify the first paragraph under title Engaging with stakeholders to support strategic planning to: Engaging with stakeholders is crucial to informing strategic planning, for example to bring in knowledge and expertise of others and to build collective buy-in. CoGs' central positioning allows them to co-ordinate the engagement of stakeholders to integrate different perspectives and harness expertise and support from a wide range of parties (Brown, Kohli and Mignotte, 2021[13]). A structured process which engages a wide audience helps ensure effective prioritisation, which is an important component of strategic planning (Shostak et al., 2023[14])

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Page 50:

Modify the first paragraph under title Innovation labs to: Innovation labs, also known as policy labs or policy innovation labs, are specialised units or institutions that aim to foster innovation and promote effective policy design and implementation. Innovation labs can act as testing grounds, where novel ideas and concepts are examined, tested and refined before being applied in practice, thus lowering the risk of policy failures. Many CoGs lead or house innovation labs, or support innovation labs by

providing funding or access to data. Sharing information is an important first step towards co-ordination (Shostak et al., 2023[19]). Latvia serves as an example of how a CoG uses an innovation lab for policy outcomes (see Box 3.6).

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Page 83:

Modify the second paragraph under title Institutional or legal frameworks to: Embedding monitoring in legal or institutional frameworks can enhance continuity following changes in the government, ensure clarity of roles and boost the uptake of monitoring practices by civil servants by integrating monitoring activities in the policy cycle. Strong frameworks can also ensure that a common understanding of the data which establishes progress is accepted by key stakeholders (Shostak et al., 2023[4]). The frameworks countries use to underpin monitoring can take various forms. Some countries emphasise monitoring of their government-wide strategies, while other countries focus on monitoring wellbeing goals or may use only guidelines or secondary legislation as a basis for that. At times, legal frameworks are supported by secondary documents, for example guidelines, to support standardisation and promotion of good practices (see section on fostering a performance culture for more information).

Page 96:

Add reference related to citation above: Shostak, R. et al. (2023), The Center of Government, Revisited: A Decade of Global Reforms, Inter-American Development Bank, Washington, D. C., <https://doi.org/10.18235/0004994>.