OECD-IDB Centres of Government Survey 2022

Economic and social challenges are highlighting governments' need to strengthen capacity in areas such as long-term strategic planning 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. Especially as a consequence of the COVID-19 crisis, countries are currently looking for ways to adapt the structures, capacities and priorities of their centres of government in order to ensure that the centre provides clear, coherent and supportive leadership and steering for government policy.

The OECD and the IDB are 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" or "centre") that supports the collective work of the executive and the Prime Minister or President in member and partner countries. The survey was first carried out in 2015. Given the growing importance of public communications[1], this third edition includes a section that provides a deep-dive in the role of the Centre of Government in public communications. The information collected through this survey will support OECD and IDB policy analysis of public governance including Government at a Glance 2023: Latin America and the Caribbean.

Scope of this survey

For the purpose of this survey, the term Centre of Government (CoG) refers to the administrative structure that serves the Executive (President or Prime Minister, and the Cabinet collectively). Therefore the survey is not concerned with other units, offices, and commissions (e.g. offices for sport or culture) that may report directly to the President or Prime Minister but are, effectively, carrying out line functions that might equally well be carried out by line ministries.

The Centre of Government has a great variety of names across countries, such as General Secretariat, Cabinet Office, Chief of Cabinet's Office, Office/Ministry of the Presidency or of the Prime Minister, Council of Ministers Office, etc. In many countries the CoG is made up of more than one institution, fulfilling different functions.

A unit that is shared by virtually all CoGs is the unit that serves specifically the head of the government, but not the CoG collectively. This too has a variety of names, such as the Cabinet of the Prime Minister or the Private Office.

Please, when providing your answers, refer to the situation as of April 2022.

Deadline

Please submit your responses no later than **June 13**. You may send all documents and questions to **EncuestaBID-OCDE@oecd.org**

Note: the first time that a term of the glossary appears, you will be able to see the definition on mouseover.

[1] Public communication is understood as the government function to deliver information, listen and respond to citizens in the service of the common good. It is distinct from political communication, which is linked to partisan debate, elections, or individual political figures and parties

There are 66 questions in this survey.

Contact information

{TOKEN:ATTRIBUTE_1} *

Name of institution *

Please write your answer here:

Relevant website:

*

Please write your answer here:

First and last name:

*

Please write your answer here:

Job title:

*

Please write your answer here:

Telephone number:

*

❗ Only numbers may be entered in this field.
Please write your answer here:

E-mail *

❗ Enter a valid e-mail address
Please write your answer here:

If there are more than one respondent, please add their name, title email and telephone number here:

Please write your answer here:

SECTION 1: FUNCTIONS OF THE CENTRE OF GOVERNMENT

This section looks at 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 overtime, particularly in the context of issues that have emerged since the last survey.

1. 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? *

Please choose **only one** of the following:

- ◯ Yes
- ◯ No

1.1 If no, please explain what institutions are included in the centre of government in your government *

Only answer this question if the following conditions are met:
Answer was 'No' at question '9 [A1]' (1. 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?)

Please write your answer here:

2. Below are various areas of responsibility that may come under the Centre of Government. For each area, please indicate what institution(s) are responsible for it (e.g. CoG, Ministry of Finance, etc.).

	If you selected other, please specify:
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 strategic foresight for the whole of government	
Risk and crisis management	
Defining whole of government strategic policy priorities	
Policy co-ordination across government	
Regulatory policy	
Monitoring the implementation of government policy	
Relations with sub-national levels of government	
Relations with Parliament / Legislature	

	If you selected other, please specify:
Transition planning and management between an outgoing and incoming government	
Quality control of policy making	
Data governance	
Digital tools and policies	
International commitments coordination (SDGs, climate change, etc.)	
Collaborative governance with non-state actors	

	CoG	Ministry of Finance	Ministry of Justice	Ministry of the interior	Ministry of Foreign Affairs	Ministry of the public administration /planning	Other moder ministry:
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 strategic foresight for the whole of government	☐	☐	☐	☐	☐	☐	☐
Risk and crisis management	☐	☐	☐	☐	☐	☐	☐
Defining whole of government strategic policy priorities	☐	☐	☐	☐	☐	☐	☐
Policy co-ordination across government	☐	☐	☐	☐	☐	☐	☐
Regulatory policy	☐	☐	☐	☐	☐	☐	☐
Monitoring the implementation of government policy	☐	☐	☐	☐	☐	☐	☐
Relations with sub-national levels of government	☐	☐	☐	☐	☐	☐	☐
Relations with Parliament / Legislature	☐	☐	☐	☐	☐	☐	☐

	CoG	Ministry of Finance	Ministry of Justice	Ministry of the interior	Ministry of Foreign Affairs	Ministry of the public administration /planning	Other moder ministry:
Transition planning and management between an outgoing and incoming government	☐	☐	☐	☐	☐	☐	☐
Quality control of policy making	☐	☐	☐	☐	☐	☐	☐
Data governance	☐	☐	☐	☐	☐	☐	☐
Digital tools and policies	☐	☐	☐	☐	☐	☐	☐
International commitments coordination (SDGs, climate change, etc.)	☐	☐	☐	☐	☐	☐	☐
Collaborative governance with non-state actors	☐	☐	☐	☐	☐	☐	☐

Not applicable (i.e. function does not exist)

	Not applicable (i.e. function does not exist)
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 strategic foresight for the whole of government	☐
Risk and crisis management	☐
Defining whole of government strategic policy priorities	☐
Policy co-ordination across government	☐
Regulatory policy	☐
Monitoring the implementation of government policy	☐
Relations with sub-national levels of government	☐
Relations with Parliament / Legislature	☐
Transition planning and management between an outgoing and incoming government	☐

	Not applicable (i.e. function does not exist)
Quality control of policy making	☐
Data governance	☐
Digital tools and policies	☐
International commitments coordination (SDGs, climate change, etc.)	☐
Collaborative governance with non-state actors	☐

Functions of the centre of government (contd.)

3. Regarding the definition and design of whole-of-government national strategies, which of the following are the responsibility of the centre of government? Please tick all that apply. *

❗ Check all that apply

Please choose **all** that apply:

☐ The CoG identifies and defines whole-of-government strategic priorities.

☐ The CoG co-ordinates the design of long-term strategic planning with line departments.

☐ The CoG mandates line departments to develop long-term strategic plans in different cross-cutting areas.

☐ None of the above

☐ Other: _____

4. Regarding the implementation of whole-of-government strategic priorities, which of the following are the responsibility of the centre of government? Please tick all that apply. *

❗ Check all that apply

Please choose **all** that apply:

- [ ] The CoG monitors the implementation of strategic priorities.
- [ ] The CoG ensures that line ministries proposals are linked to the government's overarching priorities.
- [ ] The CoG can reallocate resources to meet the strategic goals.
- [ ] The CoG co-ordinates the implementation of strategic priorities.
- [ ] The CoG collects reports on the implementation of strategic priorities.
- [ ] The CoG communicates on the implementation of strategic priorities.
- [ ] None of the above
- [ ] Other: _____

5. Does your centre of government have a specific unit / team in charge of focus and tracking progress on the implementation of policy priorities (i.e. Delivery Unit)? *

Please choose **only one** of the following:

- ◯ Yes
- ◯ No

5.1. If yes, please describe below. In case your centre of government had such a unit in the past, please also elaborate and share the reasons for its dissolution.

Only answer this question if the following conditions are met:
Answer was 'Yes' at question '16 [A5]' (5. Does your centre of government have a specific unit / team in charge of focus and tracking progress on the implementation of policy priorities (i.e. Delivery Unit)?)

Please write your answer here:

5.2. If yes, please specify if any of the following tools are used by the unit (select all that apply) *

Only answer this question if the following conditions are met:
Answer was 'Yes' at question '16 [A5]' (5. Does your centre of government have a specific unit / team in charge of focus and tracking progress on the implementation of policy priorities (i.e. Delivery Unit)?)

❗ Check all that apply
Please choose **all** that apply:

- [ ] Periodic data-driven follow-up meetings
- [ ] Monitoring dashboards
- [ ] Providing support to executing ministries to improve implementation
- [ ] Detailed reviews of the capacities of the executing ministries
- [ ] None of the above
- [ ] Other:

6. What are the main institutional instruments used by the CoG to ensure policy coordination? Please tick all that apply. *

❗ Check all that apply
Please choose **all** that apply:

- [ ] Regular Cabinet meetings.
- [ ] Ad hoc Cabinet discussions on a specific policy issue.
- [ ] Permanent committees (at Minister or Vice-Minister level)
- [ ] Permanent committees (at technical level)
- [ ] Working groups (dealing with a certain policy issue for a fixed period and involving representatives of several sectors)
- [ ] Ad hoc cross-departmental co-ordination meetings of senior officials to discuss a particular policy issue to support Cabinet-level discussions.
- [ ] Written guidance (any written rules, instruction manuals, or guidelines on procedures, membership, rules of engagement, expected outputs/outcomes, etc.).
- [ ] Performance management.
- [ ] Joint cross-ministerial targets and shared delivery plans
- [ ] Cross-ministerial budgets
- [ ] None of the above
- [ ] Other: _____

6.1. If "Permanent committees (at Minister or Vice-Minister level) was selected", please provide examples:

Only answer this question if the following conditions are met:
Answer was at question '19 [A6]' (6. What are the main institutional instruments used by the CoG to ensure policy coordination? Please tick all that apply.)

Please write your answer here:

6.2. If "Permanent committees (at technical level)" was selected, please provide examples:

Only answer this question if the following conditions are met:
Answer was at question '19 [A6]' (6. What are the main institutional instruments used by the CoG to ensure policy coordination? Please tick all that apply.)

Please write your answer here:

6.3. Please provide further information and, if possible, examples of the policy co-ordination instruments used by the CoG

Please write your answer here:

7. From 2016-2021, has the number of cross-ministerial policy initiatives *

Choose one of the following answers
Please choose **only one** of the following:

- ◯ Increased
- ◯ Decreased
- ◯ Remained fairly stable

8. In general, what is the role of the CoG in cross-ministerial initiatives? *

❗ Check all that apply

Please choose **all** that apply:

- [ ] Leadership
- [ ] Facilitation / support
- [ ] Arbitration
- [ ] Participation in substance / content
- [ ] Communication (i.e. updates, results, priorities)
- [ ] None
- [ ] Other: _____

9. How much influence can the CoG exert over line ministries to encourage them to co-ordinate with each other? *

❗ Choose one of the following answers

Please choose **only one** of the following:

- ◯ High
- ◯ Moderate
- ◯ Low
- ◯ None

High = can impose sanctions/consequences

Low = can only express views

9.1. Please feel free to provide any additional information on the role of CoG in cross-ministerial initiatives.

Please write your answer here:

10. Between 2016-2021, has the CoG established new processes or tools that were not previously used? *

Please choose **only one** of the following:

- ◯ Yes
- ◯ No

10.1 If yes, which one(s)? (Select all that apply) *

Only answer this question if the following conditions are met:
Answer was 'Yes' at question '27 [A10]' (10. Between 2016-2021, has the CoG established new processes or tools that were not previously used?)

❗ Check all that apply
Please choose **all** that apply:

- ☐ A performance framework (planning, monitoring and improvement processes)
- ☐ Cross-ministerial committees to coordinate cross-cutting priorities
- ☐ A formal process from the CoG to analyze policies and regulations proposals
- ☐ Coordination instances with local governments
- ☐ Prospective analysis of long-term risks and opportunities for the country
- ☐ Progress reports on government priorities compliance
- ☐ Other:

11. Is the CoG responsible for reviewing items submitted to the head of Government / cabinet for decision? *

Please choose **only one** of the following:

◯ Yes

◯ No

11.1. If yes, does the CoG systematically verify that: *

Only answer this question if the following conditions are met:
Answer was 'Yes' at question '29 [A11]' (11. Is the CoG responsible for reviewing items submitted to the head of Government / cabinet for decision?)

❗ Check all that apply
Please choose **all** that apply:

☐ Line ministries proposals are linked to the government's strategic priorities.

☐ Procedures for preparation and presentation are respected.

☐ Legal conformity and quality of legal drafting are satisfactory.

☐ A Regulation meets regulatory quality standards.

☐ A Proposed item has been subject to an adequate consultation process.

☐ Adequate costing was carried out.

☐ The proposal includes reliable evidence (evaluations, studies, etc.)

☐ The proposal considers each stage of the policy cycle (for example, indicates how it will be implemented)

☐ Other: [ ]

11.2. If a specific criteria is not respected, the project is sent back to line ministries when: *

Only answer this question if the following conditions are met:
Answer was 'Yes' at question '29 [A11]' (11. Is the CoG responsible for reviewing items submitted to the head of Government / cabinet for decision?)

❗ Check all that apply
Please choose **all** that apply:

- [ ] Line ministries proposals are not linked to the government's strategic priorities.
- [ ] Procedures for preparation and presentation are not respected.
- [ ] Legal conformity and quality of legal drafting are not satisfactory.
- [ ] A Regulation does not meet regulatory quality standards.
- [ ] A Proposed item has not been subject to an adequate consultation process.
- [ ] Adequate costing was not carried out.
- [ ] Other: _____

12. Do CoG units provide guidance (templates, guidelines, checklists, training, etc.) to line ministries and other government bodies to enhance the quality of policy advice on the following points: *

❗ Check all that apply
Please choose **all** that apply:

- [ ] How to prepare an annual work plan
- [ ] How to focus on multi-annual planning
- [ ] How to co-ordinate across different sectors and administrative units within line Ministries/agencies
- [ ] How to monitor government performance and prepare regular reports
- [ ] How to draft legal acts and ensure legal conformity and their conformity with the policy decision
- [ ] How to assess policy needs, gaps and challenges
- [ ] How to develop policy proposals
- [ ] How to carry out public consultations
- [ ] How to develop sectoral strategies
- [ ] How to evaluate policy proposals
- [ ] None of the above
- [ ] Other: _____

13. Does the CoG have any of the following roles, to anticipate risks and manage potential crises? (natural disasters, pandemics, economic crises, etc.) Please tick all that apply. *

❗ Check all that apply
Please choose **all** that apply:

- [ ] Strategic forecasting or scenario planning exercises
- [ ] National risks assessment
- [ ] Central Government coordination in the event of a crisis
- [ ] Coordination with local governments in the event of a crisis
- [ ] None of the above
- [ ] Other: _____

14. Has the CoG established any of the following instruments to maximize the use of data and evidence in policy making? Please tick all that apply. *

Check all that apply

Please choose **all** that apply:

- [ ] A national data strategy
- [ ] A data governance framework (for example, through a governing body)
- [ ] A regulatory framework to share data between entities (interoperability, standards, etc.)
- [ ] Infrastructure and data architecture
- [ ] None of the above

SECTION 2: PUBLIC COMMUNICATION

The aim of this section is to understand how public communication is currently being used across LAC countries, in comparison to OECD countries. The section focuses on the specific responsibilities of the Centres of Government in public communication, with a deep-dive on key public communication competencies including campaigns and on engagement with the media.

15. Which ministry, agency or office, if any, is in charge of whole-of-government communication in your country? *

Please write your answer here:

16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply. *

❗ Check all that apply
Please choose **all** that apply:

- [ ] Communication strategy(ies)
- [ ] Communication campaigns
- [ ] Insight gathering
- [ ] Media engagement
- [ ] Digital communications
- [ ] Crisis communications
- [ ] Evaluating communication activities
- [ ] The CoG has responsibility over one or all of the aforementioned areas, but these are shared with other ministries, agencies or offices (specify)
- [ ] None of the above
- [ ] Other: _____

Note: if you select communication campaigns and/or evaluating communication activities, you will be prompted to answer the corresponding sub-section(s).

If you select "The CoG has responsibility over one or all of the aforementioned areas, but these are shared with other ministries, agencies or offices (specify)" and you specify "communication campaigns" and/or "evaluating communication activities" in 16.1, you will also be prompted to answer these sub-section(s).

Else, the questionnaire will end after this screen.

16.1. Please add additional descriptions or any necessary explanations on the above-mentioned responsibilities here. We would also thank you for noting which functions are shared with other ministries, agencies or offices if possible: *

Only answer this question if the following conditions are met:
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)

Please write your answer here:

If you selected "The CoG has responsibility over one or all of the aforementioned areas, but these are shared with other ministries, agencies or offices (specify)" in Q16, please only indicate the responsibilities that CoG shares with other bodies in this question.

16.2. Comments to question 16:

Please write your answer here:

17. What are the 5 most important objectives of the CoG's communication activities? *

❗ Check all that apply
❗ Please select at most 5 answers
Please choose **all** that apply:

- [ ] To define how government policy priorities will be announced to the public
- [ ] To identify a "branding", setting the standard common look and feel that the government must follow to ensure a consistent brand for the Government
- [ ] To engage public employees in the work and overall objectives of the CoG
- [ ] To raise awareness of government policies among the general public
- [ ] To raise awareness of government services among the general public
- [ ] To build and implement more impactful communications
- [ ] To promote transparency
- [ ] To promote stakeholder participation
- [ ] To better understand and analyse public opinion
- [ ] To inform citizens regarding their rights and responsibilities
- [ ] To strengthen trust in government
- [ ] To improve the delivery of public services
- [ ] To promote take up of public services
- [ ] To improve the implementation of reforms
- [ ] To manage crisis or emergency situations
- [ ] To expand the government's reach to specific types of stakeholders regarding public policies and services
- [ ] To outline monitoring and evaluation metrics or key performance indicators for communication activities
- [ ] Objectives are not identified
- [ ] Other: _____

17.1. Comments to question 17

Please write your answer here:

18. What are the three most challenging communication competencies for the CoG? Tick the top 3. *

❗ Check all that apply

❗ Please select at most 3 answers

Please choose **all** that apply:

- [ ] Producing government-wide communication strategies
- [ ] Implementing government-wide communication plans
- [ ] Planning or implementing communication campaigns
- [ ] Planning or implementing digital communications
- [ ] Communicating during a crisis
- [ ] Evaluating communication activities
- [ ] Internal communications
- [ ] Developing counter disinformation initiatives
- [ ] None of the above
- [ ] Other:

Only answer this question if the following conditions are met:
Answer was at question '41 [B18]' (18. What are the three most challenging communication competencies for the CoG? Tick the top 3.)

Only answer this question for the items you selected in question B18 ('18. What are the three most challenging communication competencies for the CoG? Tick the top 3. ')
Only answer this question for the items you did not select in question B18 ('18. What are the three most challenging communication competencies for the CoG? Tick the top 3. ')

	If you selected other, please specify:
Producing government-wide communication strategies	
Implementing government-wide communication plans	
Planning or implementing communication campaigns	
Planning or implementing digital communications	
Communicating during a crisis	
Evaluating communication activities	
Internal communications	
Developing counter disinformation initiatives	

18.1. Please choose the three most important reasons why the competencies you ticked are challenging: *

Only answer this question if the following conditions are met:
Answer was at question '41 [B18]' (18. What are the three most challenging communication competencies for the CoG? Tick the top 3.)

Only answer this question for the items you selected in question B18 ('18. What are the three most challenging communication competencies for the CoG? Tick the top 3. ')
Only answer this question for the items you did not select in question B18 ('18. What are the three most challenging communication competencies for the CoG? Tick the top 3. ')

	Human resources	Financial resources	Coordination	Perception of risk	Perception of low added value	Other, please specify
Producing government-wide communication strategies	☐	☐	☐	☐	☐	☐
Implementing government-wide communication plans	☐	☐	☐	☐	☐	☐
Planning or implementing communication campaigns	☐	☐	☐	☐	☐	☐
Planning or implementing digital communications	☐	☐	☐	☐	☐	☐
Communicating during a crisis	☐	☐	☐	☐	☐	☐
Evaluating communication activities	☐	☐	☐	☐	☐	☐
Internal communications	☐	☐	☐	☐	☐	☐
Developing counter disinformation initiatives	☐	☐	☐	☐	☐	☐
None of the above	☐	☐	☐	☐	☐	☐

18.2. Comments on question 18:

Please write your answer here:

19. Does your communication work specifically seek to target any of the following groups? Please tick all that apply. *

❗ Check all that apply

Please choose **all** that apply:

- [ ] Youth (aged 15 to 29)
- [ ] Women
- [ ] The elderly (people aged 65+)
- [ ] People with special needs, people with disabilities
- [ ] Ethnic minorities
- [ ] Migrants and asylum seekers
- [ ] LGBTQ
- [ ] No specific groups targeted
- [ ] Other:

19.1. Please describe the CoG's efforts to reach out to each ticked group, or provide a link to an example of a communication strategy, plan or initiative targeting these groups.

Only answer this question if the following conditions are met:
Answer was at question '45 [B19]' (19. Does your communication work specifically seek to target any of the following groups? Please tick all that apply.)

Please write your answer here:

20. How is progress in government objectives communicated to citizens? Please tick all that apply. *

❗ Check all that apply
Please choose **all** that apply:

- [ ] Public access tracking dashboard
- [ ] Periodic accountability reports
- [ ] Speeches or presentations by the head of government or other government leaders
- [ ] Question and answer sessions with citizens
- [ ] None of the above
- [ ] Other:

SUB-SECTION 1: COMMUNICATION CAMPAIGNS

This section of the survey is aimed at gaining an in-depth understanding of participating CoGs use of public communication campaigns. From these questions, we will be able to gauge how these governments perceive and value the impact of campaigns, the functions and processes currently in place, what they use public communication campaigns for and how they roll them out.

21. Which of the below measures are used to test communications campaigns before implementing at full scale? Tick all that apply. *

Only answer this question if the following conditions are met:
-------- Scenario 1 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)
-------- or Scenario 2 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)

❗ Check all that apply
Please choose **all** that apply:

- [ ] Randomised controlled trial
- [ ] A/B testing
- [ ] Piloting
- [ ] Focus groups
- [ ] Prototyping
- [ ] User-testing
- [ ] Comparison of options
- [ ] Not tested before implementing at full scale
- [ ] Other: _____

22. Does the CoG use any of the below categories of data to inform its digital communications? Tick all that apply. *

Only answer this question if the following conditions are met:
-------- Scenario 1 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)
-------- or Scenario 2 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)

❗ Check all that apply
Please choose **all** that apply:

- [ ] Data from audience insights
- [ ] Data associated with delivery of public services (real-time information around how users access services)
- [ ] Data associated with evaluating the impact of public services
- [ ] None of the above
- [ ] Other: _____

22.1. Please describe an example of how each of the selected categories of data above were used to inform a given communication activity:

Only answer this question if the following conditions are met:
-------- Scenario 1 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.) *and* Answer was at question '49 [B22]' (22. Does the CoG use any of the below categories of data to inform its digital communications? Tick all that apply.)
-------- or Scenario 2 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.) *and* Answer was at question '49 [B22]' (22. Does the CoG use any of the below categories of data to inform its digital communications? Tick all that apply.)

Please write your answer here:

23. Which of the following are included when evaluating the impact of communication activities? Tick all that apply. *

Only answer this question if the following conditions are met:
-------- Scenario 1 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)
-------- or Scenario 2 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)

❗ Check all that apply
Please choose **all** that apply:

- [ ] Number of people reached by the communication activity
- [ ] Awareness level
- [ ] Behaviour change in populations
- [ ] Change in levels of stakeholder participation regarding a certain policy or reform
- [ ] Change in the uptake of public services
- [ ] Unintended consequences
- [ ] Possible reasons for underachieving goals of the communication activity
- [ ] None of the above
- [ ] Other: _____

24. What were the main objectives of the most recent digital-led communication activities the CoG ran? Tick the top three that apply. *

Only answer this question if the following conditions are met:
-------- Scenario 1 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)
-------- or Scenario 2 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)

❗ Check all that apply
❗ Please select at most 3 answers
Please choose **all** that apply:

- [ ] To change the behaviour of citizens in line with Government laws and regulations
- [ ] To promote stakeholder participation
- [ ] To promote take up of public services
- [ ] To improve the delivery of public services
- [ ] To improve the implementation of reforms
- [ ] To promote transparency
- [ ] To build trust between government and citizens
- [ ] To manage crisis situations
- [ ] To expand reach to specific types of stakeholders
- [ ] To enhance the reputation of Government at home and abroad or challenge deep-seated perceptions of the country
- [ ] To unlock funding from international financial partners
- [ ] The government has not run recent digital-led activities
- [ ] Other: _____

25. What types of guidelines does the CoG use when communicating through social media?

Only answer this question if the following conditions are met:
-------- Scenario 1 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)
-------- or Scenario 2 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)

❗ Check all that apply
Please choose **all** that apply:

- [ ] Guidelines for official government social media accounts
- [ ] Guidelines for civil servants' personal social media accounts
- [ ] Guidelines for online engagement with citizens (i.e. consultations, etc…)
- [ ] Guidelines for the use of paid advertising or promotion on social media
- [ ] No guidelines exist for the use of social media
- [ ] Other: _____

25.1. Unless no guidelines exist, please attach a copy or link of the latest guideline(s) and provide the title, date of release and date of last update. You may also send this directly to coms4og@oecd.org.

Only answer this question if the following conditions are met:
-------- Scenario 1 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.) *and* Answer was at question '53 [B25]' (25. What types of guidelines does the CoG use when communicating through social media?)
-------- or Scenario 2 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.) *and* Answer was at question '53 [B25]' (25. What types of guidelines does the CoG use when communicating through social media?)

Please write your answer here:

26. Does the government partner with any of the following actors (either paid or in-kind / free) in order to boost the reach of its digital communications (e.g. tweets)? Tick all that apply: *

Only answer this question if the following conditions are met:
-------- Scenario 1 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)
-------- or Scenario 2 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)

❗ Check all that apply
Please choose **all** that apply:

- [ ] Social media influencers
- [ ] Businesses
- [ ] Charities or non-governmental stakeholders
- [ ] Media organisations
- [ ] None, the government does not currently work with external partners for communication purposes
- [ ] Other: _____

26.1. If any actor was selected, please provide an example of how you collaborated with them.

Only answer this question if the following conditions are met:
-------- Scenario 1 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.) *and* Answer was at question '55 [B26]' (26. Does the government partner with any of the following actors (either paid or in-kind / free) in order to boost the reach of its digital communications (e.g. tweets)? Tick all that apply:)
-------- or Scenario 2 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.) *and* Answer was at question '55 [B26]' (26. Does the government partner with any of the following actors (either paid or in-kind / free) in order to boost the reach of its digital communications (e.g. tweets)? Tick all that apply:)

Please write your answer here:

26.2. Comments on question 26

Only answer this question if the following conditions are met:
-------- Scenario 1 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)
-------- or Scenario 2 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)

Please write your answer here:

SUB-SECTION 2: EVALUATION

This section of the survey is aimed at gaining an in-depth understanding of participating governments' use of evaluation.From these questions, we will be able to gauge how the CoG measures the impact of its communications through theirallocation of resources, the functions and processes currently in place.

27. Is evaluation done in an institutionalized manner or ad hoc? Please detail your response: *

Only answer this question if the following conditions are met:
-------- Scenario 1 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)
-------- or Scenario 2 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)

Please write your answer here:

28. Which sources are used for the evaluation? Tick all that apply

Only answer this question if the following conditions are met:
-------- Scenario 1 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)
-------- or Scenario 2 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)

	Other: please specify
Communication strategies	
Communication campaigns	
Crisis communications	
Internal communications	
Media engagement	
Responses to disinformation	

	Citizen surveys	Google Analytics	Native social media insight capability (please specify the platform/s) …	Third party social media analytics (please specify)	Analysis of the reach and sentiment of news coverage	Experimental methods (e.g. Randomised controlled trials, A/B testing, etc). Please specify.	Other: please specify
Communication strategies	☐	☐	☐	☐	☐	☐	☐
Communication campaigns	☐	☐	☐	☐	☐	☐	☐
Crisis communications	☐	☐	☐	☐	☐	☐	☐
Internal communications	☐	☐	☐	☐	☐	☐	☐
Media engagement	☐	☐	☐	☐	☐	☐	☐
Responses to disinformation	☐	☐	☐	☐	☐	☐	☐

N/A

	N/A
Communication strategies	☐
Communication strategies	☐
Communication strategies	☐
Internal communications	☐
Media engagement	☐
Responses to disinformation	☐

Evaluation (contd.)

29. What other actors are involved in the evaluation? Tick all that apply

Only answer this question if the following conditions are met:
((B16_g.NAOK (/index.php?r=admin/questions/sa/view/surveyid/979382/gid/22801/qid/594185) == "Y")) or ((B16_h.NAOK (/index.php?r=admin/questions/sa/view/surveyid/979382/gid/22801/qid/594185) == "Y"))

	Other: please specify
Communication strategies	
Communication campaigns	
Crisis communications	
Internal communications	
Media engagement	
Responses to disinformation	

	A government media monitoring service which provides reports	Academic or research institutions	Civil society organizations	Private companies	Other: please specify
Communication strategies	☐	☐	☐	☐	☐
Communication campaigns	☐	☐	☐	☐	☐
Crisis communications	☐	☐	☐	☐	☐
Internal communications	☐	☐	☐	☐	☐
Media engagement	☐	☐	☐	☐	☐
Responses to disinformation	☐	☐	☐	☐	☐

N/A

	N/A
Communication strategies	☐
Communication campaigns	☐
Crisis communications	☐
Internal communications	☐
Media engagement	☐
Responses to disinformation	☐

Evaluation (contd.)

30. Where are the monitoring and evaluation metrics / key performance indicators outlined for your government's communication activities: *

Only answer this question if the following conditions are met:
-------- Scenario 1 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)
-------- or Scenario 2 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)

Check all that apply
Please choose **all** that apply:

- [ ] Communication strategy
- [ ] Communication plan
- [ ] They are created ad hoc for each relevant communication activity
- [ ] No monitoring and evaluation metrics or key performance indicators exist
- [ ] Other:

30.1. Comments on question 30:

Only answer this question if the following conditions are met:
-------- Scenario 1 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)
-------- or Scenario 2 --------
Answer was at question '36 [B16]' (16. Does the CoG have the primary responsibility for any of the following areas? Tick all that apply.)

Please write your answer here:

Dear {NAME},

Thank you very much for completing this questionnaire on behalf of {TOKEN:ATTRIBUTE_1}.

You can print your answers clicking on the link below. You will also receive en e-mail with your answers.

Submit your survey.

Thank you for completing this survey.