

Action plan for implementation of OECD Public Governance Reviews

Approved by the Cabinet on 13 October 2011

Action priorities	Main actions	Government of the Republic action programme	Responsibility	Term
1. Determine clear responsibility for priority horizontal initiatives and topics (the so-called grey areas)	To designate basic responsibility and shared responsibility for new initiatives in the government action programme		Government Office	Completed in 2011 Q2
	To form working groups of deputy secretaries-general to coordinate implementation of the government action programme		Government Office	Completed in 2011 Q2
	To form inter-ministerial task forces at the Government Office to launch new horizontal initiatives	Decided by the government as one action in implementing the action programme	Government Office	2011 Q4
	To appropriate (on a test basis) from the state budget programme-based special-purpose funds to implement a priority horizontal initiative		Ministry of Finance	2013 Q1
	To use government committees in the case of the few most important topics		Government Office	2012 Q4
2. To increase flexibility of the government work organisation	To develop amendments to law, according to which the competence of the government includes the following: - in stage one the division of tasks between ministries and in stage two designation of areas of government; - formation and reorganisation of agencies and inspectorates (except security authorities and functionally independent agencies or inspectorates)		Ministry of Justice, Government Office	2013 Q4
	To reduce departmental barriers and increase flexibility between different fields in designing and establishing a common working environment of the four ministries		Ministry of Finance, Ministry of Economic Affairs and Communications, Ministry of Social Affairs and Ministry of the Interior	2014 Q4

3. To harmonise ministry structures	To designate in detail the roles and responsibility of secretaries-general and deputy secretaries-general		Ministry of Justice	2011 Q4
	To aim at harmonisation of the management levels of ministries		All ministries	2015
	To analyse possibilities for harmonisation of horizontal functions (EU coordination, legislative drafting, support services)		Government Office, Ministry of Justice, Ministry of Finance, Ministry of Foreign Affairs	2013 Q4
4. To continue centralisation of support services (accounting and personnel accounting, real estate, procurements)	To centralise the provision of real estate services	Legislation for the centralisation of the provision of real estate services into Riigi Kinnisvara AS	Ministry of Finance	2012 Q4
	To centralise the provision of support services (accounting, financial accounting, personnel accounting)	Final report of the project for centralisation of support services	Ministry of Finance	2014 Q4
		Draft ministerial regulation “Common financial, personnel and salary accounting standards”	Ministry of Finance	2012 Q2
	To establish a central service centre for the provision of central accounting services (on the basis of the Courts Centre of Accounting)		Ministry of Finance	2012 Q1
	To centralise the performance of procurements through the establishment of competence centres	Draft orders of the Government of the Republic for the designation of competence centres for procurements for services and objects	Ministry of Finance	2012 Q2
5. To unite the responsibility for the development of public service (in wider terms public administration) and all the tasks related thereto into one ministry	To unite the responsibility for the development of public service into one ministry		Ministry of Finance	2012 Q4
	To implement the principle of the state as one employer in the personnel policy making	Green book on personnel policy of the state as an employer	Ministry of Finance	2012 Q2

	To prepare an integral plan for the development of public service		Ministry of Finance	2014 Q2
	To organise the salary system of public service		Ministry of Finance	2013 Q1
6. To foster rotation in public service	To abolish provisions hindering rotation in the Public Service Act	Public Service Act	Ministry of Justice	2012 Q1
	To foster rotation of top executives in public service and continue their purposeful service-related development		Government Office	2014 Q4
	To initiate a pilot project for the rotation of lawyers engaged in legislative drafting in ministries, assess the results thereof and supplement, as appropriate, the Public Service Act		Ministry of Justice	2014 Q4
7. To strengthen cooperation between secretaries-general and deputy secretaries-general and extend this to other levels	To launch cooperation between secretaries-general for the implementation of recommendations made in the OECD Public Governance Reviews	Chapter "Citizen state", clause 9.a: "we improve strategic planning of state policies and cooperation between ministries."	Government Office	Completed in 2011 Q2
	To form working groups of deputy secretaries-general to prepare and coordinate implementation of the government action programme			Completed in 2011 Q2
	To strengthen or launch inter-ministerial cooperation groups in horizontal fields (development managers, personnel managers, communication managers, heads of legislative drafting, etc.) and shape these into places of development, discussion and common solution of new important initiatives of the relevant field			2014 Q4
8. To organise strategic aims of the government and government authorities and take these into account when establishing state budget	To harmonise the objectives of the government as presented in the government action programme and the state budget strategy	Chapter "Citizen state", clause 9.a: "we improve strategic planning of state policies and cooperation between ministries."	Government Office, Ministry of Finance	Completed in 2011 Q2

	To guarantee the adherence to the objectives of the government as presented in the government action programme and the state budget strategy in the field- and organisation-based development plans		Ministry of Finance, Government Office	2013 Q2
	To interconnect strategic planning and establishment of budget substantially (achieved as a result of implementing action priorities 9 and 10)		Ministry of Finance	See the terms for action priorities 9 and 10
9. To standardise financial accounting and management information system and develop information system	To standardise management information and financial and personnel accounting	Draft ministerial regulation “Common financial and personnel accounting standards”	Ministry of Finance	2012 Q2
	To develop and interconnect information systems. In stage one to analyse alternative software solutions. In stage two to implement the development.		Ministry of Finance	2015 Q1
	To harmonise accounting policies used in budgeting and accounting	Draft ministerial regulation “Common financial, personnel and salary accounting standards”	Ministry of Finance	2012 Q2
10. To continue the performance management pilot project with an aim to increase the capability of Estonian administration in performance management	To complete performance management pilot projects and analyse the obtained experience for current implementation of performance management in other fields		Ministry of Finance	2012 Q4
	To provide conditions for the organisation of strategic management system		Ministry of Finance	2012 Q4
	To appropriate (on a test basis) to an authority / authorities who have implemented the pilot project a programme-based budget		Ministry of Finance	2013 Q4
11. To develop minimum requirements for impact analysis to increase the capability of ministries in the field	To improve the decision-making process by establishing the requirement to submit concept papers to the government in order to ensure the government mandate at an early stage of preparing important decisions	The action programme prescribes preparation of green books in the case of important topics	Government Office	Completed in April 2011

	To launch a system for the assessment of impacts of drafts	Application of the rules of the Government of the Republic	Government Office, Ministry of Justice	2011 Q4
	To develop impact analysis methods	Application of the rules of the Government of the Republic	Government Office, Ministry of Justice	2011 Q4
	To update Good Engagement Practices	Government of the Republic Decision “Good Engagement Practices”	Government Office	2011 Q4
	To launch a financial instrument for cofinancing of impact assessment and supporting the engagement process		Government Office, Ministry of Justice	2012 Q1
12. To plan foreign funds to support reforms in a more integral way and by adhering more to the service-based approach	To reduce management levels and strengthen central coordination in planning structural funds (incl. to reduce the number of operational programmes)	SF management and support systems concept	Ministry of Finance	2012 Q3
		Draft 2014–2020 Structural Assistance Act	Ministry of Finance	2013 Q2
	To increase the joint effect of the measures when planning the 2014+ EU funds, incl. by taking into account the results of the 2011 interim annual assessment		Ministry of Finance, Ministry of Agriculture	2014 Q1
	To plan structural funds pursuant to the principle according to which measures are developed to support reforms in policy fields	Draft 2014–2020 Structural Assistance Act	Ministry of Finance, Ministry of Agriculture	2014 Q1
	To increase programme-based financing (uniting different instruments)	Draft 2014–2020 Structural Assistance Act	Ministry of Finance	2013 Q2
13. To coordinate the provision of public services by the state (common approach)	To create a central view of providing public services – citizen view, channels, cooperation with local authorities, etc.	Green book on organisation of public services	Ministry of Economic Affairs and Communications	2012 Q1
	To integrate e-services better than before	Green book on organisation of public services	Ministry of Economic Affairs and Communications	2012 Q4
	To tighten cooperation between ministries at regional level	Implementation of the eesti.ee action plan; development of the Estonian web face concept	Ministry of Economic Affairs and Communications	2012 Q4
	To establish in the Ministry of Economic Affairs	Green book on organisation of	Ministry of Economic Affairs	2012 Q2

	and Communications a new department for the development of public services (as from 1 November 2011) with which clear responsibility for the development of public services is designated in order to standardise services and develop a physical and virtual service environment according to a citizen view	public services	and Communications	
14. To support cooperation between local authorities for the purpose of more effective and high-quality services	To plan structural funds according to a principle in the case of which the first priority is given to cooperation projects when granting support	Preparation of regional development investments for 2014+	Ministry of the Interior (regional field)	2014 Q1
	To analyse the possibilities of creating service areas in providing public services and offer optimum areas in four fields (elderly welfare services, public water supply and sewerage system, public transport and road management, culture)		Ministry of the Interior (regional field)	2014 Q1