

OECD MENA Initiative

Good Public Governance for Development in the Middle East and North Africa
Region (MENA)

Exploratory Meeting

Portugal, Mr. José M. Sousa Rego, Secretary General of the Presidency of the Council of Ministers,
” *Portugal 2010*”.

Istanbul, 10-11 February 2004

I. PORTUGAL 2010

II. REGULATORY REFORM

III. LESSONS LEARNT

I. PORTUGAL 2010

To boost economic growth

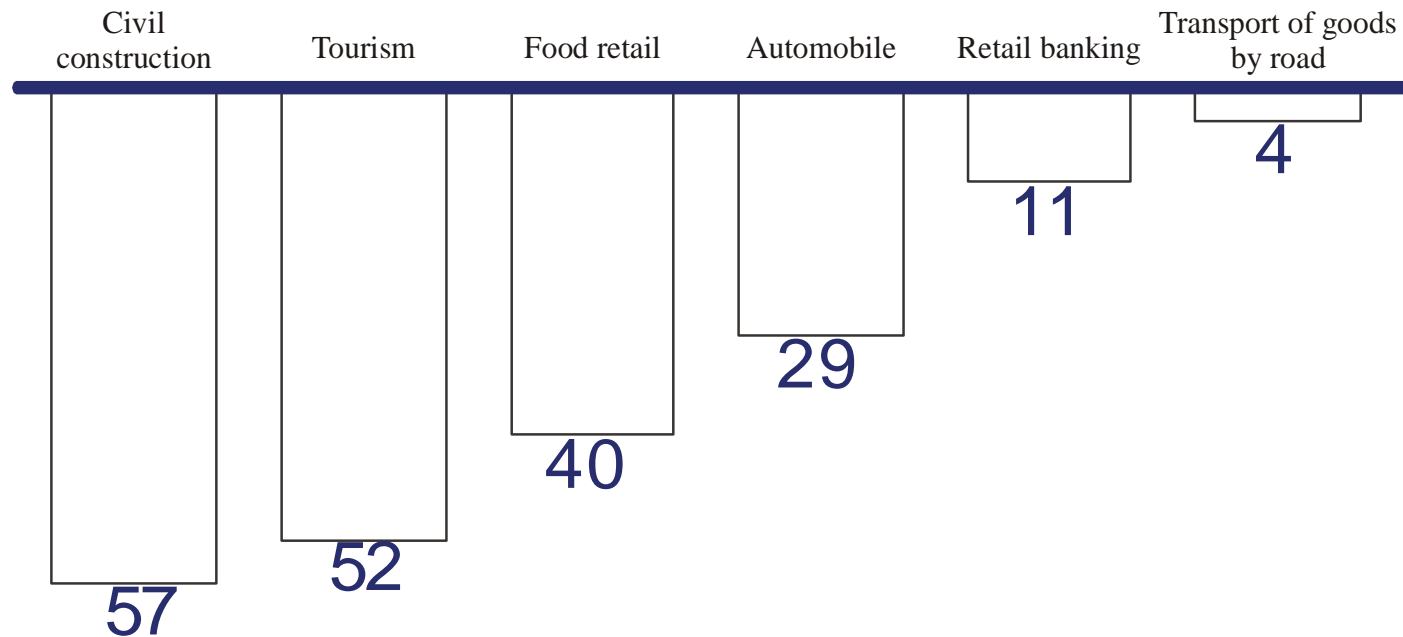
and

to increase productivity levels

by tackling the non-structural productivity gap

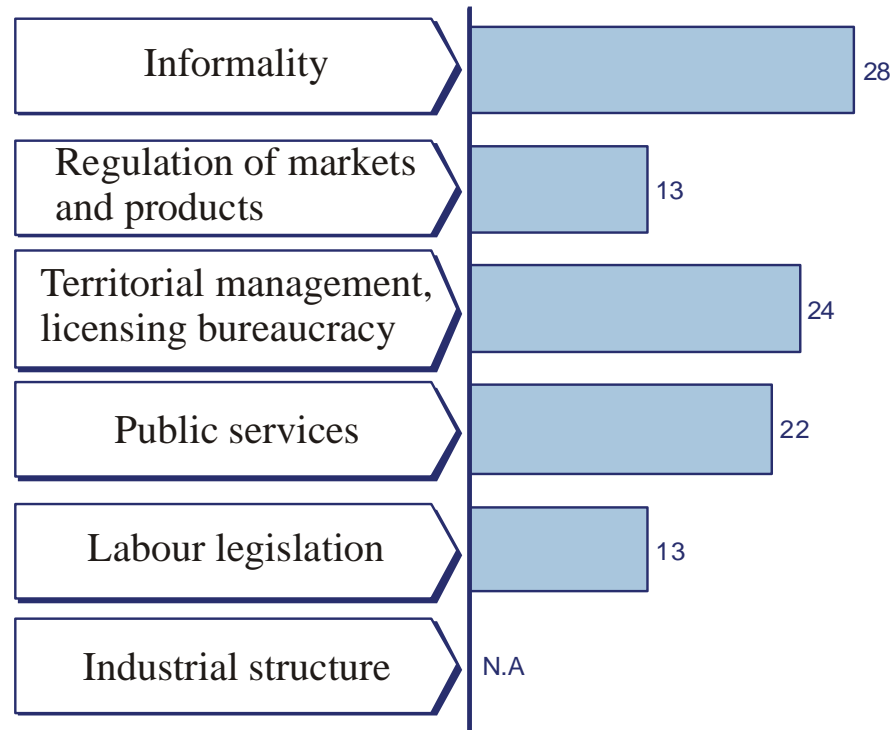
NON-STRUCTURAL PRODUCTIVITY GAP

NON-STRUCTURAL PRODUCTIVITY GAP



BARRIERS

Obstacles to the proper functioning of the market and competition



INTERNAL STRENGTHS

Changes over the last 30 years:

DEMOCRACY

NATIONALIZATIONS

REPRIVATIZATIONS

OPENING UP OF MARKETS AND FRONTIERS

CURRENCY

EXTERNAL OPPORTUNITIES

EUROPEAN UNION

IBERIAN MARKET

PORTUGUESE-SPEAKING COUNTRIES

MEDITERRANEAN COUNTRIES

II. REGULATORY REFORM

CROSS-CUTTING REFORMS

INNOVATION, KNOWLEDGE AND INFORMATION SOCIETY

PUBLIC ADMINISTRATION

MARKETS AND PRODUCTS

LABOUR MARKET

SECTORAL REFORMS

EDUCATION

TAXATION

JUSTICE

HEALTH CARE

SOCIAL SECURITY

INNOVATION, KNOWLEDGE AND INFORMATION SOCIETY

Innovation, science and technology

Mass access to broadband communications

Citizen's portal

e-procurement in public administration

REFORM OF THE PUBLIC ADMINISTRATION

Managers made accountable and performance reviewed by external consultants

Structures flexibilization

Restricts the capacity to appoint senior managers by the end of a government's final period

On-line employment recruitment for the civil service

Reform of the legislative procedure

REGULATION OF MARKETS AND PRODUCTS

Competition Authority

Regulators:

Telecommunications, electricity, insurance, water and waste, rail transport, civil aviation, public works contracts, individuals and real estate.

Penalties for delays in commercial payments

Law on insolvency

LABOUR MARKET REFORM

Occupational and geographical mobility

Promotes sectoral negotiation and
collective bargaining

Adjusts working time to the economic cycle

Greater flexibility of employment contracts

III. LESSONS LEARNT

STEERING

BUSINESS MANAGEMENT TECHNIQUES IN THE PUBLIC SECTOR

ABILITY TO COMMUNICATE WITH THE CITIZENS

MONITORING REFORM IMPLEMENTATION

MULTILATERAL CO-OPERATION

STEERING

The centre of government concept

Cross-cutting programmes

Demonstration effect

BUSINESS MANAGEMENT TECHNIQUES IN THE PUBLIC SECTOR

Training of managers in business management

Involvement of business executives

Improvement of manager's decision-making capacity
and merit acknowledgement

TWO-WAY COMMUNICATION WITH CITIZENS

Expectations management

Deepening the debate on the reforms – seeking
consensus

Structuring of civil society

MONITORING REFORM IMPLEMENTATION

A new form of regulation

The capacity to adjust

Keeping regulation open to consensus at
complementary levels

Reform – an on-going process

MULTILATERAL CO-OPERATION

Information exchange

Learning and mutual incentive

Benchmarking