

**PUBLIC GOVERNANCE DIRECTORATE
PUBLIC GOVERNANCE COMMITTEE****Draft Annotated Agenda of the 73rd session of the Public Governance
Committee**

8-9 April 2026 9h45
Paris, France

This draft annotated agenda provides the schedule for the open sessions of the 73rd session of the Public Governance Committee (PGC) to be held at OECD on Wednesday 8 April (13:30 to 18:00) and on Thursday 9 April 2026 (9:30 to 15:30).

As indicated, a separate agenda is issued for item #1 held in closed session and open to OECD Members, OECD Accession candidate countries and Associates in the PGC Global Trust Survey Project only [see GOV/PGC/TRUST/A(2026)1/REV1].

PGC delegates are invited to register via Permanent Delegations and on [ONE M&P](#), event #143158. Additional information is available on the [PGC Portal](#).

The OECD Conference Centre is located at 2 rue André Pascal, 75016 Paris, France.

Gillian Dörner (gillian.dorner@oecd.org)

Matthieu Cahen (matthieu.cahen@oecd.org)

Deborah Fernandez (deborah.fernandez@oecd.org)

JT03584442

73rd session of the Public Governance Committee: Day 1

Wednesday 8 April 2026

9:15 – 9:45

Welcome Coffee

9:45 – 12:00 (*with coffee break 10:30 – 11:00*)

Item 1. Closed session: PGC Global Trust Survey Project

1. A closed session will take place for OECD Members, OECD Accession candidate countries and Associates in the PGC Global Trust Survey Project with a separate agenda [[GOV/PGC/TRUST/A\(2026\)1/REV1](#)].

12:00 – 13:30 Lunch break

13:30 – 13:45

Item 2. Welcome / Draft Annotated Agenda / Draft Summary Records

Committee action: Draft Annotated Agenda for adoption, Draft Summary Records for approval

[[GOV/PGC/A\(2026\)2/REV1](#)]

[[GOV/PGC/M\(2025\)6](#)]

[[GOV/PGC/M\(2026\)1](#)]

2. Opening remarks from Elsa Pilichowski, OECD Director for Public Governance.

13:45 – 17:45

Item 3. Government Unstuck: strength without weight in a fast-changing world

13:45 – 14:45

Item 3.a. Government Unstuck: strength without weight in a fast-changing world

Committee action: for discussion

[[GOV/PGC/RD\(2026\)1](#)]

3. The Government Unstuck agenda, launched at the previous PGC meeting in October 2025, aims to transform governments' capability to deliver meaningful change for citizens. As part of the Reinforcing Democracy Initiative (RDI), it will also inform the OECD Global Forum on Building Trust and Reinforcing Democracy on 12-13 October 2026.

4. To frame the discussion, delegates will examine the three mutually reinforcing pillars (Pillars 1, 2 and 4 below) that structure the main elements of the Government Unstuck agenda under the Public Governance Committee:

- **Pillar 1:** A new relationship between government and citizens: how governments can empower people to have a meaningful voice in shaping policies and services, building on the PGC's work on civic space, citizen participation and public services.
- **Pillar 2:** Simplification: how reducing unnecessary administrative complexity in rules, processes and structures can make government easier to navigate and better able to deliver meaningful improvements to people's lives.
- **Pillar 3:** *Restoring governments' room for manoeuvre in their public finances to free up resources and shift spending to emerging priorities. This pillar will be based on the OECD Spending Better Framework and the Restoring Public Finances initiative under the Committee of Senior Budget Officers (SBO) and the PGC's work on public procurement.*
- **Pillar 4:** A prepared and proactive government: one that harnesses digital technologies, data and foresight to manage uncertainty, anticipate opportunities and strengthen preparedness.

5. The plenary session will take stock of progress in developing and advancing Government Unstuck. It will start with a presentation from the Secretariat detailing the Government Unstuck conceptual framework and highlighting recent data and evidence on progress made by countries under the three pillars pertaining to the PGC. The session will continue with country presentations illustrating how each pillar is addressed in practice:

Speakers:

- OECD Secretariat;
- **United Kingdom** (TBC) on Pillar 1 (a new relationship between government and citizens);
- **A country will present** on Pillar 2 (simplification); and
- **Estonia** on Pillar 4 (a prepared and proactive government), on their efforts to leverage agentic AI to reinforce the state's predictive and proactive capacities.

6. Building on this discussion, the afternoon will provide deeper exploration of the pillars through two rounds of parallel breakout groups, allowing delegates to participate in two of the three themes over the course of the session. The breakout groups will be framed by a short introduction from the PGC Bureau members leading the discussions after which delegates will reflect on a set of guiding questions.

Questions for discussion:

- What makes this pillar / issue important to you/your government now and in the future?
- What new and emerging practices exist in your government that fit into this pillar? What do you see as the "cutting edge"/ future horizon? what new/emerging practices seem exciting to you?
- What enablers, in terms of human resources, public financial management, public administration capabilities, data infrastructure, technologies, etc. are needed to make this pillar happen?

14:45 – 15:30

Item 3.b. Government Unstuck: strength without weight in a fast-changing world

First round of breakout groups, led by PGC Bureau members

Breakout 1: A new relationship between government and citizens

Breakout 2: Simplification

Breakout 3: A prepared and proactive government

15:30 – 16:00 Coffee break

16:00 – 16:45

Item 3.c. Government Unstuck: strength without weight in a fast-changing world

Second round of breakout groups, led by PGC Bureau members

Breakout 1: A new relationship between government and citizens

Breakout 2: Simplification

Breakout 3: A prepared and proactive government

16:45 – 17:45

Item 3.d. Government Unstuck: strength without weight in a fast-changing world (reporting back)

7. Following the breakout discussions, the PGC will reconvene to share key insights and proposed actions.

17:45 – 17:55 Family photo

18:00 – 19:15

Cocktail Reception in the Espresso “Red Chairs” area of the OECD Conference Centre

Thursday 9 April 2026

73rd session of the Public Governance Committee: Day 2

9:30 – 10:45

Item 4. Strategic Directions of the PGC: Programme of Work and Budget

Committee action: for discussion

[\[GOV/PGC\(2026\)4\]](#)

[\[GOV/PGC/PC/SBO\(2026\)1\]](#)

8. Delegates will be invited to discuss the draft proposal for the 2027-30 Programme of Work and Budget (PWB), developed to reflect both the Committee's strategic direction and the broader priorities of the OECD. The Secretariat will present the preliminary results of the prioritisation exercise, to be completed by Members online by 1 April 2026. In addition, the Secretariat will present an update on the results of the PGC Programme Implementation Report (PIR) Survey for the 2023-24 biennium, which has informed the development of the draft PWB.

9. Delegates will be invited to provide feedback on the structure, deliverables and focus of the proposed Programme of Work. Based on the outcomes of the ranking exercise and comments from Members, a revised version of the PWB proposal will be prepared and circulated for further consideration ahead of submission to the Budget Committee. For reference, please also see the organisation-wide guidance documents for the Programme of Work and Budget 2027-30 [[GOV/PGC/PC/SBO\(2026\)1](#)].

Questions for discussion:

- Does the draft PWB adequately reflect the evolving priorities and strategic direction of the Committee for 2027-30?
- Are the proposed Intermediate Output Results (IORs) sufficiently clear and actionable to guide work over the next four years?
- Did the ranking exercise produce results that align with countries' expectations, and are there any divergences that the Committee should discuss further?

10:45 – 11:15 Coffee break

11:15 – 12:30

Item 5. The next phase of the Digital Transformation of Government

Committee action: for discussion

OECD (2026), “[Digital Government Index and Open, Useful and Re-usable Data Index: 2025 Results and Key Findings](#)”, *OECD Working Papers on Public Governance*, No. 90, OECD Publishing, Paris, .

10. This session provides a strategic overview of the 2025 Digital Government Index and OURdata results, which will be presented by the Secretariat to highlight progress in digital government performance and ambition. The incoming Chair of the Working Party of Senior Digital Government Officials (E-Leaders), Chris Fechner, will speak about **Australia’s** priorities, alongside contributions from **Belgium** and **Ireland**.

11. Delegates will consider how this evidence can help inform the next phase of government digital transformation. The session will also feature presentations from Members, offering an opportunity for knowledge sharing and exchange of experiences ahead of the forthcoming Digital Government Outlook and related discussions at the October Global Forum event.

Questions for discussion:

- Which aspects of your national digital government policy are most challenged or reinforced by the 2025 DGI and OURdata results?
- Does the evidence point to a need to recalibrate digital government strategies or adjust investment priorities in your country?
- How can the DGI and OURdata Index results remain relevant to continue informing digital government policymaking?
- Are there other areas or emerging priorities that the OECD measurement work on digital government could better capture?

12:30 – 14:00 Lunch break

14:00 – 14:15

Item 6. GACIF and the Anti-Corruption and Integrity Outlook

Committee action: for information

[OECD (2026), [Anti-Corruption and Integrity Outlook 2026: Harnessing the Integrity Advantage](#), OECD Publishing, Paris]

12. The 2026 OECD Global Anti-Corruption and Integrity Forum (GACIF) was held under the theme “The Integrity Advantage: Powering Competitiveness and Prosperity” to explore how integrity and anticorruption efforts, which have been traditionally seen as safeguards, can also serve as engines for performance, resilience, and innovation to drive competitiveness and resilient growth.

13. The Forum launched the second OECD Anti-Corruption and Integrity Outlook. The 2026 edition provides a comprehensive assessment of national integrity systems in 62 countries, using the OECD Public Integrity Indicators to evaluate progress and remaining gaps across seven key areas, including lobbying, conflict of interest, political finance, transparency, and the integrity of civil service and justice systems. It reviews the implementation of integrity measures, identifies emerging corruption risks linked to fraud, public procurement and organised crime, and offers recommendations to strengthen national frameworks. The Outlook also highlights how countries are increasingly using data and digital technologies – such as machine learning, advanced analytics and AI-based detection tools – to reinforce public integrity and enhance the effectiveness of anti-corruption strategies.

14:15 – 15:10

Item 7. Next steps of the Reinforcing Democracy Initiative and the 2026 Global Forum on Building Trust and Reinforcing Democracy

Committee action: for discussion

[\[GOV/PGC\(2026\)8\]](#)

[\[GOV/PGC/RD\(2026\)2\]](#)

14. The OECD Declaration on Building Trust and Reinforcing Democracy [\[OECD/LEGAL/0484\]](#) welcomed the transformation of the Global Forum on Public Governance to the OECD Global Forum on Building Trust and Reinforcing Democracy (Global Forum) as a platform to share knowledge, assess and improve public governance to meet the challenges facing democracies going forward.

15. The third Global Forum will take place at the OECD on 12-13 October 2026. In this item, delegates will be invited to exchange views on the next phase of the Reinforcing Democracy Initiative (RDI) and to offer guidance on how the Government Unstuck agenda should be incorporated into the Global Forum programme of work. This discussion will help ensure that the 2026 Global Forum continues to serve as a central venue for advancing collective understanding of the reforms needed to build trust, reinforce democratic preparedness and support governments in navigating transformational change.

Questions for discussion:

- How do the proposed themes for the 2026 Global Forum align with the key democracy- and trust-related priorities in your country?
- What would make the Global Forum most useful for your national context – such as particular session formats, types of outputs or opportunities to showcase national initiatives?
- What types of high-level experts, practitioners or institutions in your country could contribute valuable perspectives to the Forum’s discussions, and what would help you engage with them?

15:10 – 15:20

Item 8. Presentation by Costa Rica

Committee action: for information

16. At the time of the adoption of its Formal Opinion [[GOV/PGC/ACS\(2017\)4/FINAL](#)], the PGC recommended that Costa Rica be asked to provide updates on its progress in implementing reforms in the priority areas listed in the Formal Opinion, in the context of regular reporting to the Committee before the end of 2021 and 2026.

17. Pursuant to this recommendation and following the conclusion of Costa Rica's post-accession reporting on 19 October 2023 [[GOV/PGC/ACS\(2023\)5](#)], Costa Rica is invited to present an update on recent reform efforts in the area of public governance.

15:20 – 15:30

Item 9. AOB

Committee action: for information

[\[GOV/PGC\(2026\)10\]](#)

[\[GOV/PGC\(2026\)10/ANN1\]](#)

[\[GOV/RD\(2026\)1\]](#)

18. The Secretariat will provide an update on other committee business, including the PGC's standard-setting activity, and the High-Level Approach to Enhance and Better Integrate OECD Work on Infrastructure.