



NATIONAL PRODUCTIVITY AND PERFORMANCE CONFERENCE - 2026

17-19 JUNE 2026

KENYA SCHOOL
OF GOVERNMENT
- NAIROBI

**Theme: Productivity for Fiscal Sustainability
and Efficient Service Delivery**

*Improving performance through service
delivery*



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<https://productivityconference.src.go.ke>

Restricted Use - A usage restraint

1. Presenting the OECD Governance Indicators & Performance Division (GIP)

GIP leads the OECD's work on measuring governance processes, standards and outcomes

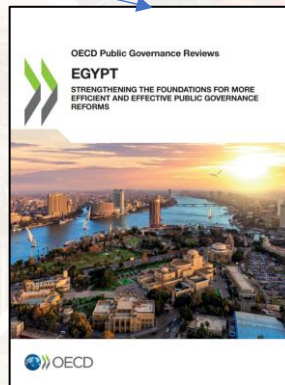
We develop robust, internationally comparable measures of governance **processes & standards**

We also develop robust measures of governance **outcomes**, with a focus on citizen experience & trust

A flexible set of **review tools** to identify the governance reforms governments need to help deliver their priorities and goals



G@G - Cross-country comparison of governance processes



PGR - Single country governance processes & reform priorities



Trust Studies - Single country reviews on improving public trust

Public Services Reviews (ex. Finland)

PSR - Single country reviews on improving public satisfaction

Capacity building to support implementation

2. What is the global context for public services improvements?

Public services remain at the core of the interactions between citizens and the administration and are key driver of trust for citizens.

Fiscal consolidation

- ❑ OECD Member countries are under increased fiscal pressure, aggravated by new spending generated by the geopolitical context, and are exploring ways to streamline and reduce the public administration spending and activities, reducing costs and rethinking the scope of public intervention.

Technological and societal changes

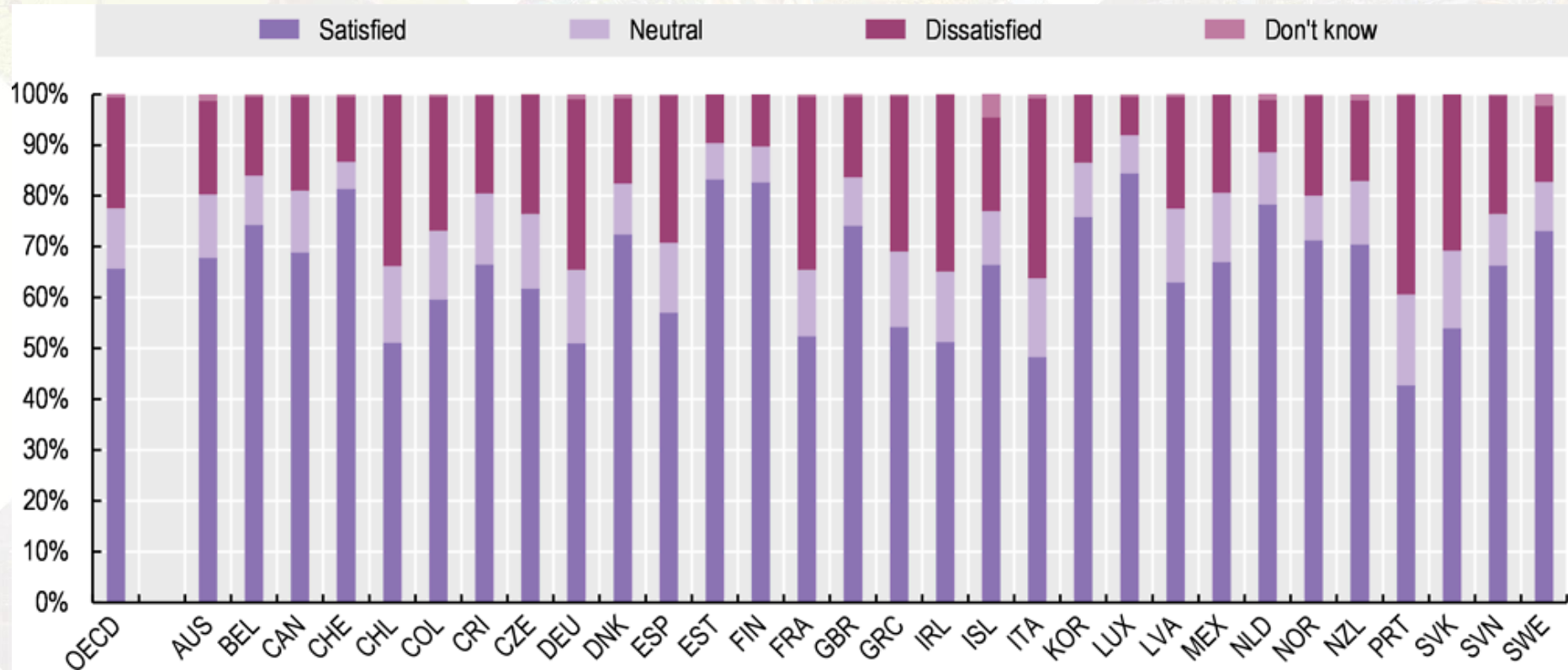
- ❑ Considerable technological changes happening with the emergence of AI and new technologies are raising citizens expectations on public service delivery, while creating opportunities for transformations in public service delivery
- ❑ Continuous societal changes and upstanding issues on inequalities provide a constant push for services to always evolve and adapt to needs of citizens

Delivering better concrete value to citizens

- ❑ Citizens are still faced with high complexity and administrative burdens
- ❑ Simplifying the lives of citizens and their daily activities remain a key concern for public administrations, and public services remain the first, daily interactions
- ❑ Starting from the user can help prioritise and deliver on improvement efforts

3. OECD Serving Citizens Survey: Satisfaction with services has implications for trust in government and enabling reform

Two-thirds of users report satisfaction with administrative services, on average across countries



Note: Figure presents the distribution of responses to the question "On a scale of 0 to 10, how satisfied are you with the quality of administrative services in [country] (for example applying for an ID, registering a birth or applying for benefits)?" among recent users.

Source: OECD Trust Survey 2023

➤ OECD/LEGAL/503
Adopted on 17/09/2024

4. OECD Recommendation of the Council on Human-Centred Public Administrative Services: a standard and guiding principles for action

38

OECD
Member
adherents

Adopted in 2024 by the OECD Council



Recommendation of the Council on
Human-Centred Public
Administrative Services

RECOGNISES “that users’ needs and expectations have evolved significantly along with the digital transformation, notably through their experience with providers from the private sector, which calls for governments to hasten the transition towards more human-centred services to improve users’ experiences from start to finish as an on-going continual exercise”

Defines provisions that aims to guide Adherents in the development of reliable and trusted public administrative services based on interconnected pillars four pillars

Strategic
vision, values
and rights

Core foundations
(framework, skills,
infrastructure, etc)

Seamless and
accessible
services

Measurement,
engagement &
improvement

OECD Legal
Instruments

5. Measurement, engagement & improvement (pillar 4 of the recommendation)

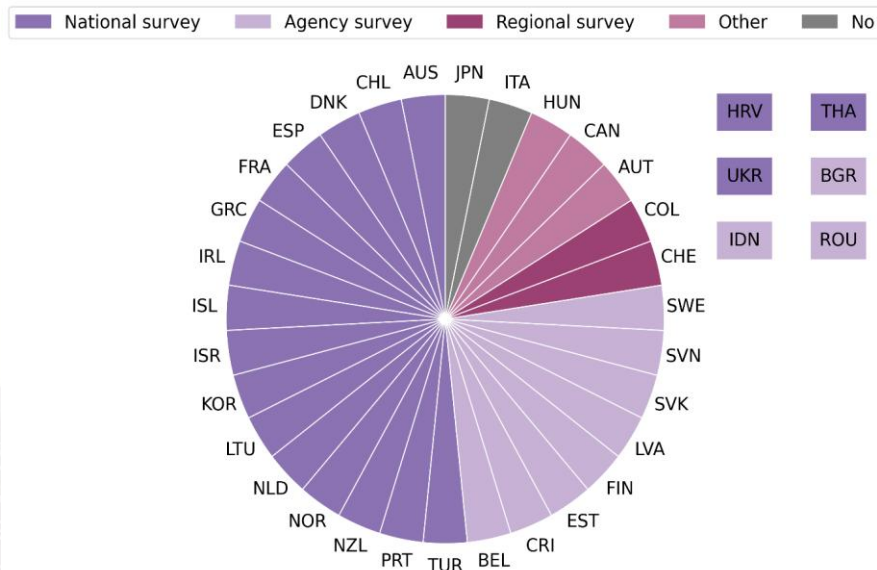
The most operationally demanding pillar (and the one most countries underdeliver on)

- ☐ **Measure rigorously:** Regular user surveys, complaint data and service standards (with common methodologies across agencies so findings are comparable, not just collectable).
- ☐ **Be inclusive:** Disaggregate by demographics. Cover all channels. Include the people who don't access services at all (absence = data too).
- ☐ **Engage openly:** Publish performance data, on schedule, open by default. Give citizens channels to feed back and participate in service design.
- ☐ **Close the loop:** Use experience data as a core management input, not a reporting exercise. Embed it in decisions, service redesign, and accountability frameworks.

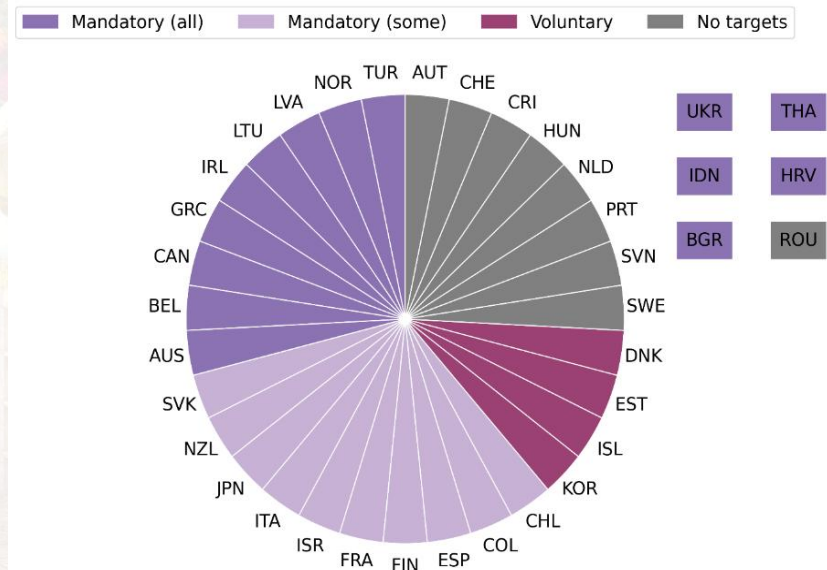
6. OECD Serving Citizens Survey: Governments can better address user needs

Information on user needs is widely available in government....

Most countries run user experience surveys (93%)



Most countries set and track performance targets (74%)

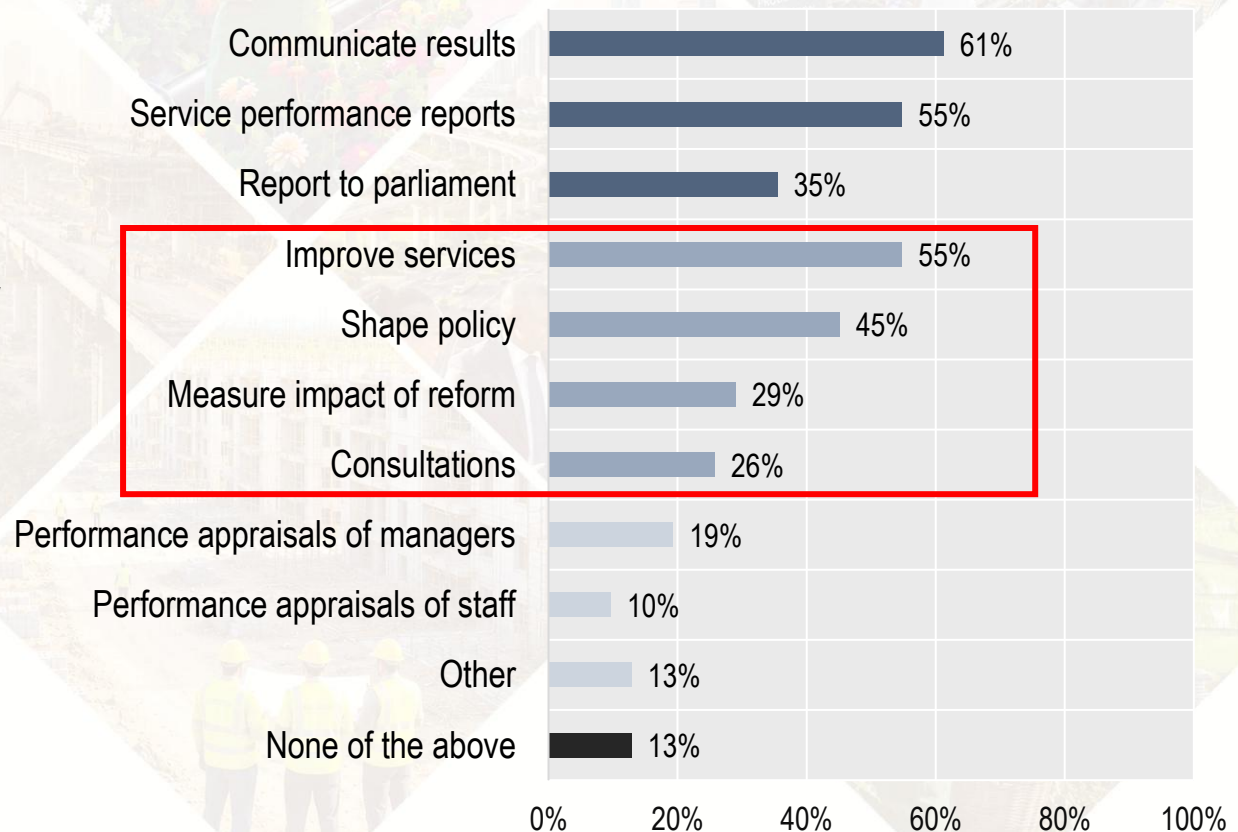


7. OECD Serving Citizens Survey: Governments can better address user needs

...but information on users' needs is not often used to improve services

- ☐ Greater focus on reporting than on use of user feedback to improve results
- ☐ Just over half (55%) of reporting governments use this information to improve services
- ☐ Less than half use it to shape policy around services (45%), measure the impacts of reforms (29%) or conduct consultations on improving services (23%)

How do governments use experience and performance data?



Source: OECD Serving Citizens Survey 2024

8. Measuring and improving service satisfaction and performance

OECD Member countries aim to measure and report on user experiences with, and perceptions of, service design and delivery, using both perception and performance data to identify ways to improve public services.

Perception indicators *(how users experience services, collected through surveys and feedback)*

- ☐ Undertaking regular, robust surveys of users and the public to understand needs, expectations, experiences and satisfaction with services, and to examine the aspects of user experience which influence satisfaction;
- ☐ Regularly gathering other sources of user feedback, such as complaints and user interviews, to further identify issues affecting satisfaction with services;
- ☐ Systematically collecting, and analysing data on the user experience with, and service performance of, different delivery channels, including digital, physical and telephone;

Performance indicators *(what services actually deliver, drawn from administrative and operational data)*

- ☐ Setting service delivery standards and regularly tracking performance against those standards using defined and transparent methodologies
- ☐ regularly assessing administrative burden and complexity of services, improvements achieved, and needs for further simplification and transformation;
- ☐ Collecting and analysing service performance data for all services for which it is practical, particularly those linked to life events

➔ Both types of data are complementary and should use common methodologies across agencies to enable comparison and cross-agency learning.

9. Different angles on measuring public service performance

- Effectiveness
- Output-efficiency
- Outcome-efficiency
- Process efficiency
- Costs
- Time
- ...

Public service effectiveness



- Delivery channels
- Transparency
- Accountability
- Inclusion
- Improvement mechanisms
- ...

Quality of Public Service



- User satisfaction:
 - Access
 - Simplicity
 - Responsiveness
 - Fairness...
- Employee satisfaction

Satisfaction with Public Service



10. An example of a countries core indicators

Primary Indicators

Dimension	Indicator
User experience (accessibility & fairness)	User satisfaction rate
	User effort / perceived complexity
	Complaint rate (per 1000 users)
	Perceived fairness of treatment
Operational performance (efficiency)	Compliance with announced service duration
	Average processing time
	First-contact resolution rate
	Digital service uptake
	Digital service volume

Secondary Indicators

Dimension	Indicator
User experience (accessibility & fairness)	Accessibility rating
	Time to resolve complaints
Operational performance (efficiency)	Service completion time
	Abandonment rate (digital services)

11. What types of tools are typically deployed to measure satisfaction and performance?

National surveys

- Satisfaction surveys
- Complexity /life event surveys

How data is collected

Panels and feedback loops

- Panels with users
- Customer journey mapping
- Feedback on services provided

Barometers

- National barometers
- Institution/sector specific barometres

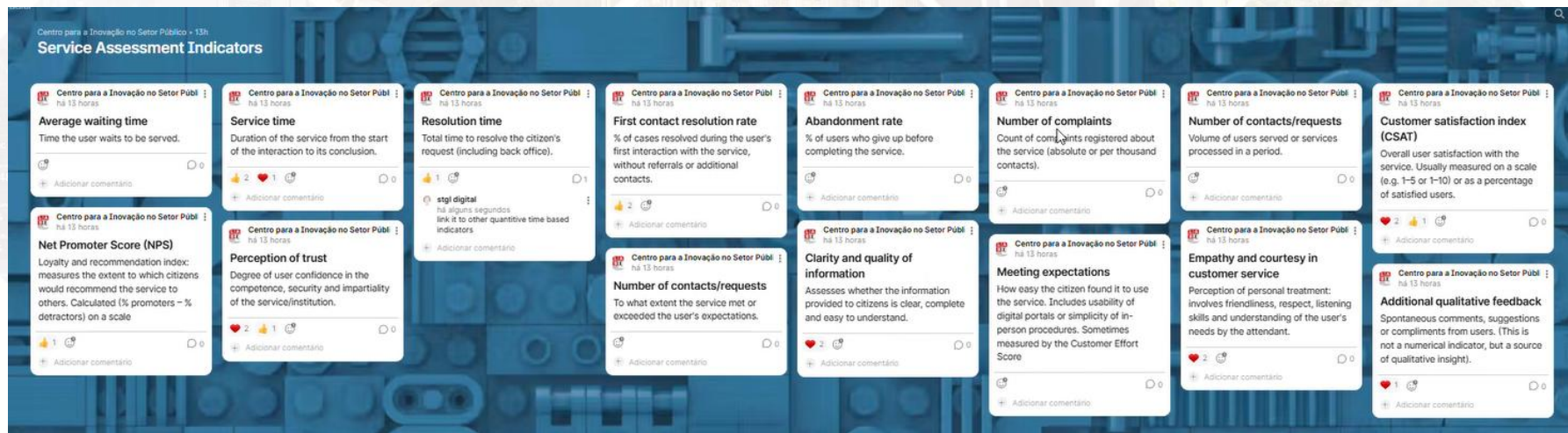
Dashboard and KPIs

- National/sectoral/local dashboards (internal /external)
- Satisfaction and performance KPIs

How data is presented (and communicated)

12. International case study: Portugal

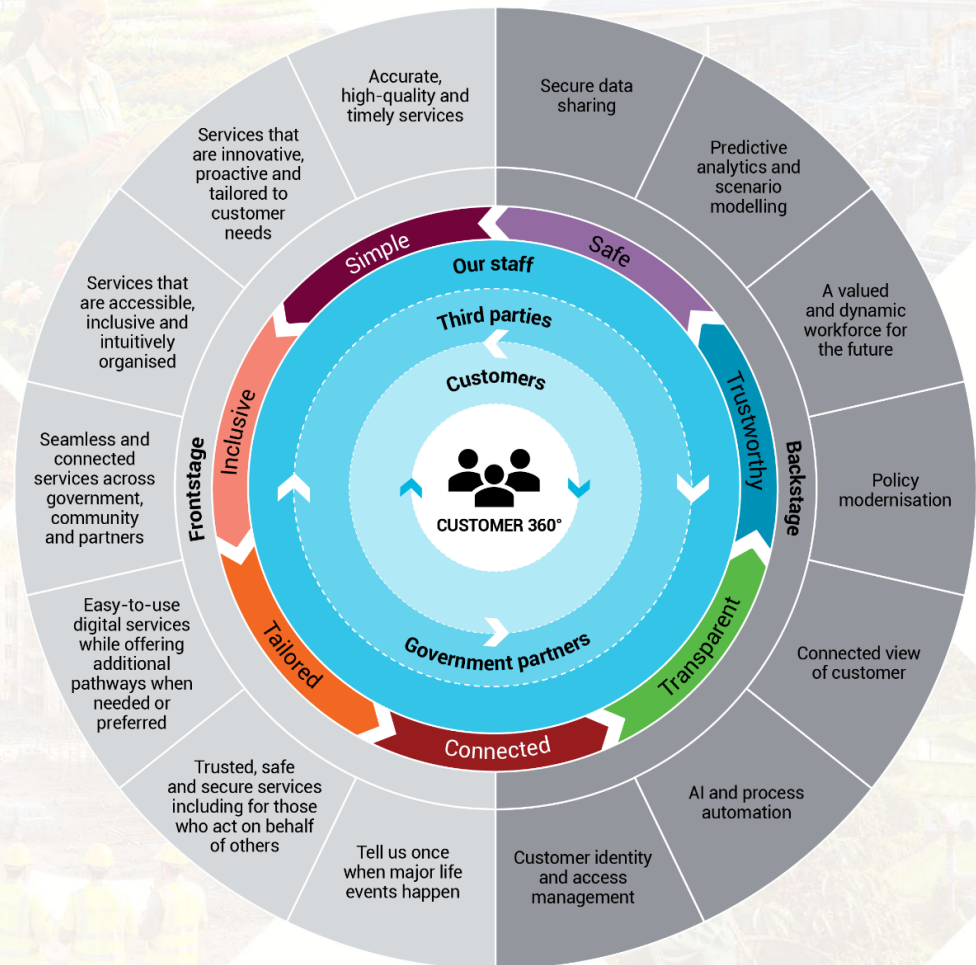
- ❑ The Portuguese Centre for Public Sector Innovation has developed a structured, citizen-centred KPI set used across front-office services.
- ❑ Simple core set + richer extensions: Uses a manageable number of national indicators but allows institutions to expand as needed
Balanced KPI mix: Blends operational, output and outcome indicators (perception indicators = user survey + performance indicators = administrative data)
- ❑ Ease of implementation: Many indicators (waiting time, CSAT, complaints) can be measured with existing systems
- ❑ Strong user experience emphasis: Emphasis on empathy, clarity and meeting expectations



13. International case study: Australia

Customer 360°

- At Services Australia, the customer is at the centre of everything. Customer 360° serves as a central and organising concept that drives our strategy and shapes the service model.
- Customer 360° highlights priority customer experience goals and identifies what is needed to meet those goals and provide seamless customer experiences.



14. International case study: France's survey on complexity

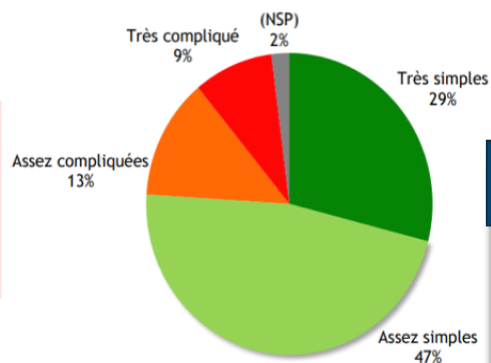
Less than one citizen out of four believes that procedures are complex

ASSEZ COMPLIQUÉES, TRÈS COMPLIQUÉES A ACCOMPLIR ?

ST Compliqué
22%

Ressortissant d'un pays hors de l'Union Européenne : **28%**

Selon le mode de contact :
Par courrier : **30%**
Par téléphone : **28%**
Par mail : **25%**
Par internet, sur le site web, via un formulaire à compléter : **23%**
Par internet via une application : **23%**
En vous déplaçant sur place : **23%**
Par visio/vidéo : **22%**

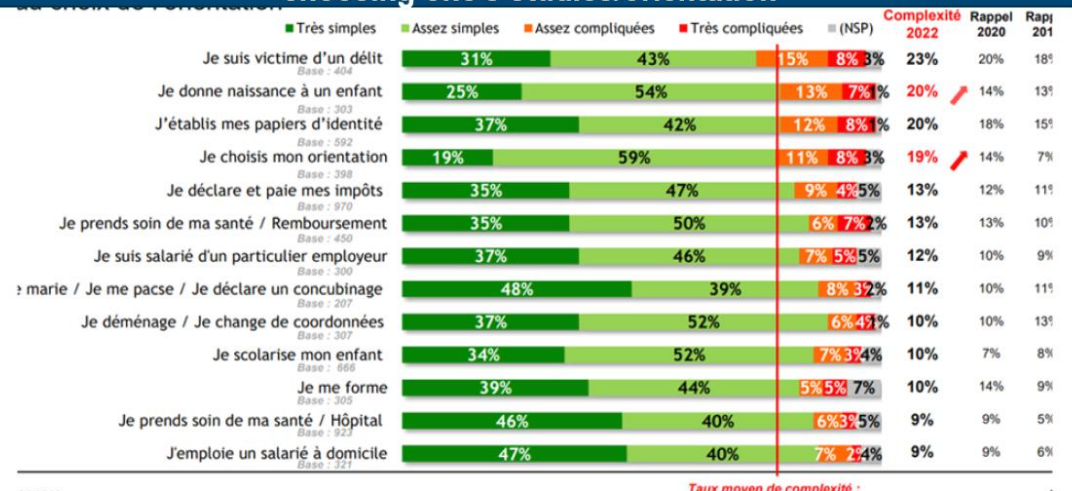


ST Simple
76%

Selon le mode de contact :
Par visio/vidéo : **78%**
Par internet, sur le site web, via un formulaire à compléter : **76%**
Par internet, via une application : **76%**

- ❑ Lead by the French DITP
- ❑ Run every 2 years with a survey company
- ❑ 8,000 surveyed citizens

Complexity is increasing on events related to birth of a child and choosing one's studies/orientation



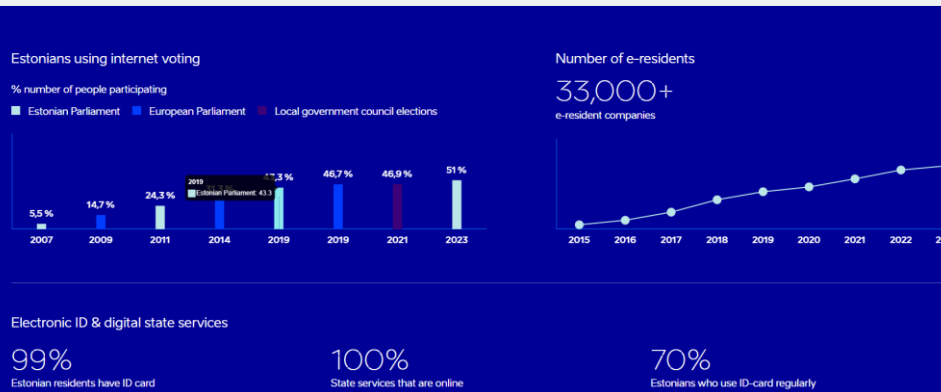
15. International case study: Estonia and France's dashboards and barometers to drive communication on performance and satisfaction

Dashboards with KPIs

Estonia has established a dashboard focusing on e-services

Barometers for users

France created a barometer focusing on key data points for users



16. International case study: Thailand's Public Sector Excellence Award (TPSEA)

Thailand's Public Sector Excellence Awards (TPSEA) – a recognition system operated by the Office of the Public Sector Development Commission (OPDC) to drive better performance across the public sector.

Recognition Designed : linking award to measurable improvement

Applying for the Reward

- ☐ Agencies must show real implementation, clear evidence, measurable results, and value for the public.

Recognising Award

- ☐ Winning agencies receive formal recognition, a trophy.
- ☐ Recognition is the incentive that inspire continuous progress.

Assessment Process

- ☐ Assessors review and score the document
- ☐ Assessors may visit or interview the agency to confirm that the results are real

Sharing as a model for other public agencies.

- ☐ Winning agencies can be exemplary practices, recognise agencies and disseminate lessons to others, supporting peer learning and networks among reform-oriented agencies

Three Award Track



Public Service Award



Participatory Governance Award

Public Sector Management Quality Award



- ☐ **Lert Rat Award** – honorary tier reward sustained improvement and outstanding performance

17. An example of OECD support: Morocco



Collaboration with the Ministry of Digital Transformation and Public Administration Reform

Two important components around public services



- ❑ Support and complement Morocco's current efforts to improve public services:

1. Support the **simplification and improvement** of the quality of user journeys and procedures
2. Support the implementation of the provisions of **Morocco's Public Services Charter**

A human-centred approach to public services:

- ❑ Defining priority **life-events** (component 1);
- ❑ Designing, administering and analysing a **user satisfaction survey** (component 1);
- ❑ Analysing two pilot life events through **customer journey mappings** and an action plan for their simplification and digitisation(component 1);
- ❑ Developing a **performance management framework** to track the implementation of the principles of the Public Services Charter, including a **self-assessment tool** (component 2);
- ❑ Developing a **user satisfaction survey methodology** (component 2).

Thank you!

Feel free to contact me at:
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