

UNPAN Classification

(This classification has been developed based on the UNPAN-NY proposal and comments made by the Task Force and the 2nd Interregional Consultative Meeting of UNPAN)

- 1 PUBLIC ECONOMIC POLICIES**
- 1.1 Public policy framework**
 - 1.1.1 Policy development and planning
 - 1.1.2 Policy analysis
 - 1.1.3 Policy implementation
 - 1.1.4 Policy monitoring and evaluation
- 1.2 Public economic policy areas**
 - 1.2.1 Fiscal policy
 - 1.2.2 Monetary policy
 - 1.2.3 Regulatory policy
 - 1.2.4 Competition policy
 - 1.2.5 Legal framework
 - 1.2.6 Trade and investment policy
 - 1.2.7 Industrial policy
 - 1.2.8 Research and technology
 - 1.2.9 Provision of public services
- 1.3 Public enterprise reform**
 - 1.3.1 Government ownership and management
 - 1.3.2 Corporate governance
 - 1.3.3 Performance enforcement
 - 1.3.4 Management
 - 1.3.5 Reform policies
 - 1.3.6 Shareholders
 - 1.3.7 Public relations programme
 - 1.3.8 Board of directors
 - 1.3.9 Community relations
 - 1.3.10 Legal and ethical issues
 - 1.3.11 State and intergovernmental organizations
- 1.4 Privatization**
 - 1.4.1 Legal and regulatory framework
 - 1.4.2 Corporate restructuring and finance
 - 1.4.3 Foreign direct investment
 - 1.4.4 Portfolio investment
 - 1.4.5 Joint venture
 - 1.4.6 Labour issues
 - 1.4.7 Vouchure
- 1.5 Financial sector reform & development**
 - 1.5.1 Policy issues
 - 1.5.2 Institutional issues
 - 1.5.3 Capital market development
 - 1.5.4 International finance system
- 1.6 Institutional aspects of public economic policy**
 - 1.6.1 Subnational economic governance regimes
 - 1.6.2 National and supranational economic governance regimes
 - 1.6.3 Global economic governance regimes
- 1.7 Public and private sector partnership**
 - 1.7.1 Small and medium-size enterprise development
 - 1.7.2 Public policies for private sector
 - 1.7.3 Private sector participation in public projects

2 GOVERNANCE SYSTEMS AND INSTITUTIONS

2.1 Strengthening key governance institutions

- 2.1.1 Legislative systems improvement
- 2.1.2 Machinery of executive government
- 2.1.3 Judicial administration and reform

2.2 Strengthening legal and regulatory frameworks

- 2.2.1 Legality and the rule of law
- 2.2.2 Electoral commissions and electoral process
- 2.2.3 General and local elections administration

2.3 Transition to participatory governance

- 2.3.1 Decentralization, deconcentration and devolution of power
- 2.3.2 Local governance and local self-government
- 2.3.3 Innovative power-sharing, citizen participation and civil society building
- 2.3.4 Role of the public service in conflict management and governing diversity
- 2.3.5 Governance challenges in post-conflict reconstruction
- 2.3.6 Protection of citizens' rights; Ombudsmen institutions

3 MANAGEMENT: IMPROVEMENT AND CHANGE

3.1 Organization performance

- 3.1.1 Measurement systems
- 3.1.2 Product and service quality
- 3.1.3 Cost and productivity
- 3.1.4 Cycle time

3.2 Quality assessment

- 3.2.1 Based on external criteria
- 3.2.2 Based on internal criteria

3.3 Benchmark performance

- 3.3.1 System components
- 3.3.2 Capabilities
- 3.3.3 Processes

3.4 Improvement of management processes and systems

- 3.4.1 Reengineering
- 3.4.2 Transitioning

3.5 Total Quality Management (TQM)

- 3.5.1 Development of strategy
- 3.5.2 Design of TQM systems
- 3.5.3 TQM life cycle

4 MANAGEMENT: INFORMATION RESOURCES

4.1 Information resource management

- 4.1.1 Requirements from business strategies
- 4.1.2 Enterprise system architecture
- 4.1.3 Planning for information technologies/methodologies
- 4.1.4 Enterprise data standards
- 4.1.5 Quality standards and controls

4.2 Enterprise support systems

- 4.2.1 Specific needs assessments
- 4.2.2 Information technologies
- 4.2.3 Data life cycles
- 4.2.4 Development of systems
- 4.2.5 Testing, evaluation, and deployment of systems

4.3 Systems security and controls

- 4.3.1 Systems security strategies and levels
- 4.3.2 Testing, evaluation, and deployment of systems security and controls

4.4 Information storage and retrieval

- 4.4.1 Establishing information repositories (databases)
- 4.4.2 Collecting information
- 4.4.3 Storing information
- 4.4.4 Updating information

- 4.4.5 Retrieving information
- 4.4.6 Deleting information
- 4.5 Network facilities and operations**
- 4.5.1 Centralized facilities
- 4.5.2 Distributed facilities
- 4.5.3 Network facilities
- 4.6 Information services**
- 4.6.1 Libraries
- 4.6.2 Business records and documents
- 4.7 Information sharing and information centres**
- 4.7.1 External communications systems
- 4.7.2 Internal communications systems
- 4.7.3 Publications
- 4.8 Evaluate and audit information quality**

5 MANAGEMENT: HUMAN RESOURCES

- 5.1 Human resource strategies**
- 5.1.1 Organizational strategic demands
- 5.1.2 Human resource costs
- 5.1.3 Human resource requirements
- 5.1.4 Human resources organizational role
- 5.1.5 Human resources information systems (HRIS)
- 5.2 Cascade strategy to work level**
- 5.2.1 Analyse, design, or redesign work
- 5.2.2 Work outputs and metrics
- 5.2.3 Work competencies
- 5.3 Deployment of personnel**
- 5.3.1 Work force requirements
- 5.3.2 Succession and career plans
- 5.3.3 Recruitment, selection, and hiring employees
- 5.3.4 Creation and deployment of teams
- 5.3.5 Relocation of employees and outplacement support
- 5.3.6 Restructuring and rightsizing work force
- 5.3.7 Employee retirement
- 5.4 Development and training of employees**
- 5.4.1 Employee and organization development needs
- 5.4.2 Training programmes
- 5.4.3 Employee orientation programmes
- 5.4.4 Functional/process-related competencies
- 5.4.5 Management/leadership competencies
- 5.4.6 Team competencies
- 5.5 Management of employee performance, reward, and recognition**
- 5.5.1 Performance measures
- 5.5.2 Performance management approaches/feedback
- 5.5.3 Team performance
- 5.5.4 Evaluation of work for market value and internal equity
- 5.5.5 Base and variable compensation
- 5.5.6 Reward and recognition programmes
- 5.6 Employee well-being and satisfaction**
- 5.6.1 Employee satisfaction
- 5.6.2 Work and family support systems
- 5.6.3 Employee benefits
- 5.6.4 Workplace health and safety
- 5.6.5 Internal communications and employee involvement
- 5.6.6 Workplace diversity
- 5.7 Labour-management relations**
- 5.7.1 Collective bargaining process
- 5.7.2 Labour-management partnerships

- 6 PUBLIC FINANCE & PUBLIC RESOURCES**
- 6.1 Revenue administration**
- 6.1.1 Tax administration
- 6.1.2 Customs administration
- 6.1.3 E-taxation
- 6.1.4 Presumptive taxation
- 6.1.5 Public enterprise revenue and privatization proceeds
- 6.1.6 International aid
- 6.1.7 Borrowing
- 6.1.8 Other (natural resources, mining...)
- 6.2 Expenditure Management**
- 6.2.1 Recurrent expenditure
- 6.2.2 Procurement and tendering
- 6.2.3 Transfer payments and subsidies
- 6.2.4 Salaries and remuneration
- 6.2.5 Social Security
- 6.2.6 Other expenditures
- 6.2.7 Public investment
- 6.2.8 Debt service
- 6.2.9 Others (International aid...)
- 6.3 Budgeting**
- 6.3.1 Forward revenue collection
- 6.3.2 Forward expenditure planning
- 6.3.3 Recurrent budget
- 6.3.4 Capital budget
- 6.3.5 Performance measurement
- 6.3.6 Fiscal consolidation and budgetary deficit
- 6.4 Accounting/Auditing and transparency**