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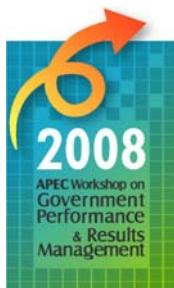
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Performance Management: It's the Results that Count

Purpose: Information

Submitted by: The Honourable Jocelyne Bourgon



**Workshop on Government Performance &
Results management**

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Author's Biography

The Honourable Jocelyne Bourgon is a Distinguished Visiting Professor Public Administration at the University of Waterloo and the Center for International Governance Innovation as well as President Emeritus of the Canada School of Public Service. She was appointed to the rank of Deputy Minister in 1989. In that capacity she was the official in charge of the constitutional negotiations which led to the Charlottetown Accord in 1992. She oversaw the transformation of the Department of Transport including rail privatization, the commercialization of air traffic control and the devolution of airports. She served as President of the Canadian International Development Agency (CIDA) and Deputy Minister of Consumer and Corporate Affairs.

In 1994, the Honourable Jocelyne Bourgon was appointed Clerk of the Privy Council and Secretary to the Cabinet. She became the 17th Clerk and the first woman to hold this position. From 1994 to 1999, she led the Public Service of Canada through some of its most important reforms since the 1940s. She oversaw the Program Review exercise which contributed to eliminating the deficit, and realigned the role of the Public Service. In December 1998, she was summoned to the Queen's Privy Council for Canada in recognition of her contribution to her country. She served as President of the Canadian Centre for Management Development from 1999 to 2003. From 2003-2007, she served as Ambassador to the Organization for Economic Cooperation and Development (OECD). Since 2007, she serves as special advisor to the Privy Council Office and President Emeritus of the Canada School of Public Service.

Performance Management: It's the Results that Count

Workshop on Government Performance and Results Management

The Honorable J. Bourgon, P.C., O.C.
APEC, Taipei, 27-28 March 2008

Introduction

The focus on performance in government is not new. It can be traced back to the early 1900s in the United States of America and Canada. At the time, the focus was primarily on the efficiency of local and municipal governments.

After World War II, the scope of performance management in the public sector expanded and the interest shifted to the cost of government. It was the time of Planning, Programming and Budgeting (PPB); of Management by Objectives (MBO) and of Zero-Based Budgeting (ZBB).

In the 1980s and 1990s the field expanded once more. Performance measurement became more extensive and more intensive, to the point where some authors consider that one of the most striking features of the public service reform agenda over the past twenty years has been the focus on performance in the public sector.

Where is it all leading? Some now talk of its “international apogee” (Bouckaert, Halligan, 2006), while others see no signs that the trend is about to slow down. Others worry about the proliferation of performance indicators.

The real question is: *Will performance management be an impediment or a contributor to good governance, good government and the renewal of public administration over the coming years?*

Despite the progress to date, performance management is not currently well-positioned to improve decision-making in government or to improve results by creating higher net public value. In a word, *performance management and performance measurement systems in the public sector are underperforming.*

For those in a position to influence the future directions in this field, it is important to explore *how performance measurement and performance management can be repositioned to best serve government and citizens in the XXI century?*

Answering this question requires a prior understanding of how public administration as a discipline is evolving and what are the most important trends.

Not Entirely of the Past, Not Yet of the Future

The past thirty years have been a rich period of experimentation in public administration aimed at making government more efficient, effective, productive, transparent and responsive.

It was also a period where much was learned about governance – the shared responsibilities of the private sector, the public sector, civil society and citizens to create

public goods; serve the collective interest and achieve a high standard of living and quality of life.

Good governance is a necessary condition for economic prosperity and social justice. Government provides the structure and sets the agenda. Governance is how the work gets done.

The Classic Model of Public Administration

The Classic model of public administration emerged from the nineteenth century, a period characterized by the industrial revolution, where government was the primary institution responsible for serving the public good.

It was founded on a number of conventions and *multiple separations*, between:

- Market and Democracy;
- Politics and Administration;
- Public Policy-Making and Implementation;
- Staff and Line agencies.

Public services were tangible, consumable and for the most part were provided *directly* by government agencies, without intermediaries.

The model was well-suited for repetitive tasks performed under precisely prescribed rules. Under the influence of scientific management, it was believed that, with few exceptions, it was possible to define the “best way” to achieve complex results by breaking them down into simple tasks. Controls, and in particular central controls, were the way to ensure performance and accountability.

The New Public Management

The New Public Management is an *extension of the Classic model* of public administration. If anything, it has exacerbated the separation between politics and administration; public policy-making and implementation. It has increased the desegregation of government through the creation of arm’s length agencies, thus making interagency coordination and cooperation more difficult. (Gregory, 2007)

Despite all that was said about the need for flexibility, the reliance of New Public Management on scientific management has meant a continued reliance on *ex ante* controls, as well as an increased impetus for *ex post* quantification and the use of performance measurements. As a result, public administration in many countries is more bureaucratic today than ever before.

Towards a New Model of Public Administration

Today, few government activities come close to the Classic service delivery model, which was organized hierarchically and controlled by delegated authority (OECD, 1997). A recurring theme of the global government reform movement is the growth of non-traditional, non-hierarchical and often non-governmental approaches to service delivery (Kettle, 2005).

- Governments achieve results in a world of *shared governance*, characterized by a dispersion of power and authority involving the public sector, the private sector, civil society and citizens.
- No government, and no country, control all the tools or have access to all the levers needed to address the complex problems people really care about. Coordinating complex operations, that span beyond the control of government, is the trademark of public administration in the 21st century.
- Most government activities and services are not the final results but simply an *intermediate* step in a chain of activities involving many organizations working toward achieving a desired public outcome.
- An increasing number of public policies require the active *participation of citizens*, as agent, to achieve the desired outcome, in particular when issues require a change of societal behavior that is beyond the legislative authority of the State or the government's ability to act. Furthermore, modern communication and information technologies allow citizens to reclaim their public institutions by contributing to service design and in some cases taking charge of service delivery. This is turning public administration on its head. (OECD, 2007)
- An increasing portion of government services are *intangible* and knowledge based. The quality and the nature of the services provided depend on the accumulated knowledge of the organization and on the know-how of the public servant providing the service. The tasks cannot be precisely defined, even less prescribed. In this context controls do not lead to improved performance, instead they transfer resources from serving citizens to internal purposes; they may even stifle innovation.
- *Indirect tools* account for the bulk of government services. The use of these instruments (such as grants, loans, insurance, transfers to other levels of government, tax credits) breaks the link in the traditional accountability model between funding decisions and service delivery. New forms of accountability for results are needed to take account of this situation. (Salamon, 2002)

As a result, the current practice of public administration is no longer entirely consistent with the Classic model and practitioners are left without the benefit of a modern integrated theory adapted to today's circumstances (Bourgon, 2007).

Societies everywhere have struggled to cope with the radical shift from the Industrial Age to the Information Age.

Government is no exception. All administrative systems in government including financial management, performance management, human resource management and control systems of all kinds come from the industrial age and a mechanistic and monopolistic concept of government operations. The world has changed. (Osborne, 2006)

Part of the reform efforts in government over the past thirty years has been to start the process of *reclaiming public administration* to ensure that it is better connected in theory and in practice with its time and the problems it must solve. (Kettl, 2002)

Politics and Administration are two parts of a single dynamic and open system: where ends and means, values and facts, policy and service delivery must meet; where what is judged to be desirable must converge with what is feasible.

A good public policy is one that achieves intended results at the lowest possible cost to society while minimizing unintended consequences. While policy decisions get the most public attention, policy implementation is where success is defined. The role of public administration is to transform ideas into solid results to serve the public interest (Levin, Sanger, 1994). Performance management for results forms part of the common language connecting Politics and Administration.

Future trends in public administration involve moving from an intellectual framework of *multiple separations* to one of *multiple democratic interactions* to meet the imperatives of serving in the XXIst Century.

Figure 1: Administration and Politics



Performance Management for Results

The ultimate worth of a performance management system is the use that is made of it. By that standard, and despite the progress that was made during the 1980s and 1990s, performance management in government is not performing very well.

There are reasons for this. First, in the vast majority of cases, the focus has been on performance measurement, not on performance management. Second, performance measurement systems have been asked to serve multiple users and multiple purposes – some political, others administrative. They are used as control mechanisms and at the same time they are expected to encourage learning, innovation and continued improvement.

No system can credibly be all things to all people. (Thomas, 2004) The results have not been very satisfying for anyone. All the indicators point to the fact that the use of performance evidence by program managers at all levels is limited.

Performance evidence is rarely used as the basis for new public policy decisions by elected officials (in fact, in most countries there has been limited demand for performance information by elected officials). While performance evidence can inform budget decisions, there is room to debate the advisability of performance-based budgeting – rewarding the best performers with incremental resources or linking performance results and performance pay at the expense of rewarding collective efforts.

After years of efforts, led by central agencies, to integrate performance measurement into planning, programming and budgeting there is little evidence that it has contributed to framing Parliamentary discussions. When eventually some performance measures enter the public domain, it is generally focused on “horror stories”, which immediately creates a chill for both political officials and administrators.

Separated from the political process, public debate and management decision-making, performance measurement and management is simply an instrument of control and an expensive one at that. (Halligan, 2007) Increasing costs, unreasonable expectations and, above all limited use of performance information by decision-makers will eventually lead to course correction, thus running the risk of losing the positive aspects in the process.

Performance management and performance measurement systems might not just be at their “apogee”. If changes are not made, after 20 years of expansion, they are at risk of disappointing everyone and going into decline.

There is no need to wait for that to happen. Performance management in government needs to be repositioned to improve its performance. The ultimate worth of the system is the use made of it *by managers, by elected officials and ultimately by citizens.*

Repositioning Performance Management

Repositioning performance management must start with clarity of purpose:

The goal of performance management should be to improve decision-making in government at all levels in order to achieve better public results and enhance the net public value of those results.

The test of good performance management is to:

- Contribute to better decisions by managers; better public policy decisions by elected officials and a better understanding of public policy choices open to citizens; and
- It should also help identify and remove the obstacles to better results; shed light on the reasons for failures and the need for adjustments.

Better knowledge about results, outcomes and impact should form part of the learning and feedback process to improve results. It should inform the political process by bringing relevant information on the outcome and impact of policy choices to the attention of ministers, elected officials and citizens.

To play this role, a number of changes should be considered.

Performance management for results should be kept distinct from central control mechanisms

Performance management should be an instrument of innovation and performance improvement not an instrument of control and compliance. While it can help inform the need for controls, a reasonable distance should be maintained between control mechanisms to ensure *compliance* and performance management systems to achieve better *results*. The two roles are needed but they are different and at times even in conflict. (Aucoin, 2001) Performance management for results should help make the case for the orderly reduction of controls and their impact on results.

To some this is heresy, but there is reason to believe that the limited use of performance information by managers and public sector decision-makers flows directly from the lack of clarity on this point and the inherent conflict between the two roles.

Performance management systems should integrate the needs of elected officials and citizens

Government programs, direct or indirect, and government funding were born out of a *political process*. If a performance management system is to assist Ministers, then their views on the desired outcomes, as well as the indicators most susceptible to encourage public debate, must be factored into the design of the performance management system. Securing an understanding of what constitutes success must be part of the process, in particular when the outcome requires the contribution of several agencies and multiple partners.

Likewise, *citizen involvement* increases the likelihood of integrating performance information and public policy decisions. It helps to identify the areas of greatest interest to citizens and to get user feedback on the need for improvements. Citizens, as users, are an important part of the government innovation cycle. (Ho, 2007)

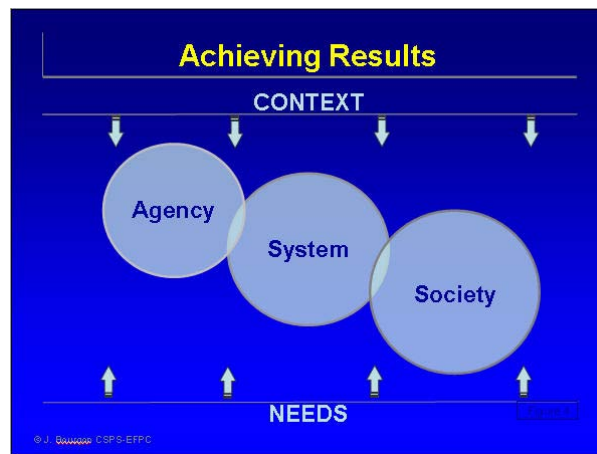
Performance management systems should recognize that different users have different information needs

There is no evidence that the information needed by managers for decision-making satisfy the information needs of Ministers, elected officials and of the legislature or the information needs of citizens. (Thomas, 2004)

A more realistic approach is to recognize that different users have *different but interrelated* information needs. A public sector performance management system should be designed as one integrated but differentiated system responding to different needs and purposes:

- The agency – keeping in mind the particular needs of managers and the users of the services
- System-wide – keeping in mind the particular needs of Ministers, elected officials and the legislature
- Societal – keeping in mind the need for accountability to the general public for good government and good governance in the country.

Figure 2: Achieving Results



Others have also suggested the importance of looking beyond the agency level (in particular Bouckaert, Halligan, 2008).

Over the last 20 years, performance measurement and management have been used primarily for control, efficiency and accountability purposes at the agency level. The greatest benefits would come from a focus on effectiveness at the agency level, on

system-wide results and societal impact. It would reintegrate performance measurement and management with the political process, where choices are made to accommodate different values, competing demands and interests.

Agency Results

The agency is primarily concerned about converting inputs (resources, people, and organizational capacity), in the most efficient way, into *activities* that result in *outputs*. These outputs enter society in different ways: sometimes as a product (e.g. a permit), or as a service (e.g. information on how to find employment), or in most cases as an intermediate step to an *outcome* of value to society today (e.g. product labeling to enhance consumer confidence) or for the benefit of future generations (e.g. monitoring fish stocks).

At the agency level, the role of performance management should be to support sustained, incremental improvements. The best performance management system would be the one that provides to the right people, at the right time and at the lowest possible cost, with the information needed to make decisions, or to action change, in order to improve results. As the collection of performance information is costly and diverts resources from service delivery, managers must think carefully about what to collect and why – there is a need to monitor the performance of performance management systems. The role of a performance management for results, at the agency level, is to help create a *culture* of sustained improvements and *accelerate the process of decisions* to bring about better results.

Performance management for results at the agency level should be linked to the *decision-making authority* able to influence results within the legislative authority of the agency. Otherwise, performance management is unlikely to remain credible for very long and to be taken seriously by decision-makers. Performance management for results helps government to rely on learning and invention rather than instruction and command.

Performance Management versus Compliance

As noted above, while performance management can help inform the need for controls, control mechanisms to ensure *compliance* and performance management systems to achieve better *results* are not the same thing:

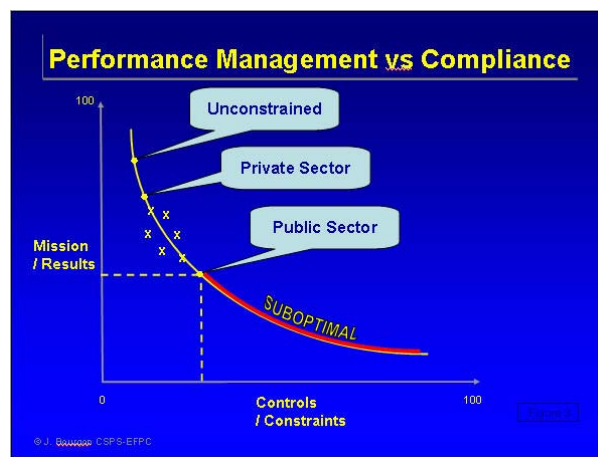
- In Government how you do things is sometimes as important as what you do. Some controls are fundamental in a public sector setting (e.g. respect for the law, democratic values, etc.) These requirements are not negotiable, they apply to all public organizations, and compliance is ensured through *process controls*.
- Agencies are also constrained through *input controls* related to the level of resources provided to the organization as well as *ex ante* approval to access, deploy or use the resources to fulfill its mission.

- *Output controls* have more recently been added to the mix, leading in too many cases to an excessive proliferation of performance indicators. (Gregory, 2007) In some countries controls are associated to various “incentives” or “punitive” measures including resource allocation or performance pay.

Government-wide controls are imposed by central authorities, but additional controls and constraints are added by departments and agencies at every level along the chain of delegated authority. The end result can be a disproportionate cost of compliance compared to the expected benefits, and at the expense of delivering the mission of the agency. (Barzelay, Babak, 1997)

In other words, controls divert a fraction of the public funds voted to achieve results for citizens to a legitimate but unchallenged and in most cases undeclared purpose. The costs of compliance as well as the nature of the controls and constraints impact directly on the capacity of the agency to convert input into activities, outputs and, therefore to achieve results.

Figure 3: Results VS Cost of Controls/Constraints



Controls and constraints play a useful role when they set the limits within which discretion can be exercised by agency employees to achieve results or when they set the parameters of acceptable behavior for public organizations. ((Kelman, unpublished)

The challenge is to find the optimal balance between *minimizing the cost of controls/ constraints* and *maximizing the net public value* of government services. No agency is successful if it is able to comply with very conceivable constraints but unable to achieve results or if a significant part of its resources and energy is used to ensure that constraints are met.

A performance management system focused on results should help to reduce controls when there is no compelling evidence of benefits. It should lead to progressively removing *ex ante* controls as performance management systems focused on results are put in place and the quality of the information collected reaches satisfactory levels.

Achieving Results

In government the path between outputs and outcomes is generally indirect and takes form through a range of actors – public, private, not for profit and citizens themselves.

Public policies do not emerge fully formed in the legislation. While the initial policy "intent" may be reasonably clear, public policies take shape and evolve through actions.

By doing, organizations learn about themselves and about the capabilities they need to achieve better results. In government, small steps and incremental innovations are the preferred way towards achieving better results because they facilitate learning and experimentation, while reducing the risks of failure. (Behn, 1988)

Sometimes, actions and ongoing improvements will reveal the need to make adjustments to the initial policy intent. Performance management focused on results contributes to the political process by reporting on the impact and effects of what was previously preferred but also by providing insights "on what we have since learned to prefer". (Browne, Wildavsky, 1984) It enriches the *political process* because it reveals how course corrections and improvements can help achieve better results. In the process, this leads to changes in the initial policy ideas as well as the desired policy outcomes.

Public policies and implementation are one; "the idea is embodied in the action". (Majone, Wildavsky, 1984)

System-Wide Results

A successful and well-performing agency does not make a successful public policy system: a well-performing hospital does not amount to a well-performing health system; a well-performing school does not mean that a well-performing education system is in place. For that, a vast network of organizations must work in synergy with each other to achieve the desired public policy outcomes and create net public value. (Bouckaert, Halligan, 2008)

Most of the results relevant to citizen and politicians are beyond the direct control of a single government agency. (Christensen, Laegreid, 2007) A system-wide approach is necessary to address the challenge of *shared outcomes*, where the goal cannot be achieved by organizations working in isolation and where government agencies must coordinate their activities to achieve the goals set by politicians. (Cook, 2004)

It is necessary when the outcome is the result of the action of several levels of governments, or of several actors in society over which governments do not have direct control. A system-wide approach helps to recognize the reality of multiple organization relationships within and beyond government working through networks, partnerships and other coordination mechanisms. This is a defining characteristic of government and public administration in the 21st century.

System-wide performance management follows the chain of activities among actors leading to the ultimate public policy outcomes.

It is undoubtedly difficult to do and it gives rise to all kinds of methodological problems, including establishing the incremental impact of government actions. This, however, is no reason not to follow this avenue since it is at this level that performance measurement and performance management is most relevant to politicians, and most likely to contribute to improving government decision-making.

A system-wide approach can be used selectively in the areas of greatest interest to politicians and citizens. It can also be used effectively in response to government priorities.

International Comparison

One promising avenue for system-wide performance measurement and management is to focus on areas that allow for international comparative analysis. Countries face different circumstances; they have different institutions, histories and cultures. They make different policy choices. Yet they all have large networks and systems aimed at achieving similar policy outcomes. This is the case, for instance, in health and education.

Over the past 50 years, the OECD Secretariat has conducted comparative impact assessment of various public policy mixes in many sectors for the benefit of member countries. Its contribution has been invaluable. The OECD methodology can be replicated in government as well as at the sub-national, national and regional levels.

Supporting Government Priorities

An ongoing complaint of elected officials is the lack of responsiveness of the Administration to government priorities. A second avenue is to use a system-wide approach in support of government-wide priorities. Depending on the government priority, system-wide performance management entails coordination among diverse types of organizations including:

- Multiple agencies under the general authority of one lead department;
- Interdepartmental cooperation requiring the involvement and active contribution of several departments with independent legislative authority and accountability; or
- Intergovernmental cooperation when multiple jurisdictions are involved, including local authorities, sub-national public organizations, other levels of government with distinct governance structures and accountabilities to citizens.

A system-wide approach offers the best opportunity to modernize the role of the *Centre of government* from the command and control role of the Classic model to ensuring

coherence and synergy in the interdepartmental and intergovernmental space of modern governance.

It also creates the opportunity to transform the role of line *departments* from performing in vertical isolation to being the centre of large networks of organizations, public and private, associated to achieving a common public outcome. Its role becomes to capture and disseminate knowledge; to accelerate decision-making and innovation in support of a common outcome; to anticipate problems requiring policy involvement and policy decisions. In a word, the role of department is to lead and support the collective effort in support of a common desired outcome. Some of these responsibilities are currently exercised at the center of government which generally means that issues receive attention when it is too late and in a traditional crisis mode.

A Possible Approach

In all cases, a system-wide approach requires *new coordination mechanisms*, the involvement of all interested parties to achieve a shared understanding of the common desired outcomes, and a common approach to data collection and information sharing. Most failed attempts at system-wide performance management have been due to insufficient attention to one or all of these conditions of success.

Shared responsibility for results requires different management approaches and different common monitoring systems. Leadership, moral suasion, relationships of trust and traditional authorities are needed to bring about results. In this regard, the model used by the OECD experience is worth noting:

- It works through consensus to set priorities and to identify the common area of work;
- It requires all members to share the responsibility for rigorous data collection and data sharing;
- Members share the obligation to fund a common but independent Secretariat to support the data analysis and policy research on behalf of the collective;
- The work of the Secretariat is held to the highest scientific standard. Its work is evidence-based and leads to creating shared statistical data bases covering long periods of time, which is essential to assess the impact of public policies.
- It relies on peer review and peer learning as a way of spreading best practices and of encouraging innovations. Finally, all analysis and reports are publicly available.

* * *

System-wide results are the most meaningful for *political officials* since they reveal real policy choices and trade-offs. They facilitate *citizens' engagement* by providing information about the results most significant to them: the performance of the education

system to ensure the literacy of their children and the acquisition of the necessary skills to compete and make a living in the global economy ; the performance of the health system in terms of access, costs, child mortality or life expectancy; the performance of the security system and citizens' safety on the street or in their communities; the intergenerational fairness and impact of social security programs. (Bourgon, unpublished)

System-wide performance reporting, political decision-making and citizen engagement are mutually reinforcing. When an effective integration is achieved, the capacity to improve *outcomes* is enhanced for the system as a whole. (Callahan, 2007)

Societal Results

Societal level performance results are a country's "scorecard". It is the sum of the contributions of the public sector, private sector, civil society and citizens themselves. It is about reporting to citizens on the overall performance of the country as a result of actions by government and all other actors.

In essence, societal results are about the governance of a country. While it might not be possible to isolate the contribution of a single actor, good governance and good government can be defined and the results can be measured. They can be made available for all to see.

At the level of societal results, there is a direct connection between *performance and democracy*. It requires political involvement in defining the measures against which societal performance will be assessed. It needs to make use of statistical methodologies and take place over a multi-year time horizon. To be credible, it requires independence in the data collection and assessment. The involvement of the nation's statistical collection agency is necessary to meet these requirements and provide this credibility.

Societal performance reporting is a new form of public accountability to citizens. If done well, it can elevate public debate and discussion about the impact of policy choices and the trade-offs among policy options. Societal results can provide better information to those seeking public office concerning the choices they wish to advocate in the court of public opinion.

It is worth noting that some efforts are being made to develop and report societal performance, such as the United Nations quality of life indicators and the World Bank's country performance indicators. Some countries, including Canada, have begun to make deliberate efforts to report societal indicators.

Conclusion

The focus of performance management in government should be about improved decision-making to achieve results – because *it's the results that count*.

Performance management should support better decisions by managers, better public policy decisions by elected officials and a better understanding of public policy choices by citizens. On all these counts, *performance management is under performing* and it is, therefore, at risk.

Performance management needs to be re-positioned. More measures and more indicators will not guarantee better results and is, therefore, not the answer.

At the agency level, performance management needs to become an instrument of innovation and performance improvement, not an instrument of control and compliance. It should help to free the agency of unnecessary and costly controls in order to speed up the innovation process.

As government programs were born out of a political process, the focus of performance management needs to move up to system-wide results and reintegrate elected officials and citizens. This is where the greatest benefit could be achieved.

System-wide and societal results, political decision-making and citizen engagement are mutually reinforcing. When an effective integration is achieved, the capacity of the country to provide good government and good governance is enhanced. Citizen's trust is the ultimate measure of good government and good governance. This is the result that counts the most.

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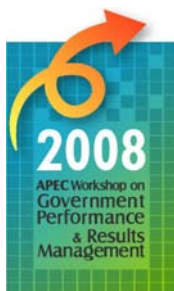


**Asia-Pacific
Economic Cooperation**

2008/EC/WGPRM/002
Agenda Item:002

Performance and Results in OECD Member Countries

Purpose: Information
Submitted by: Jón R. Blöndal



**Workshop on Government Performance &
Results management**

Taipei, Chinese Taipei
27-28 March 2008

Author's Biography

Jón R. Blöndal is Deputy Head, Budgeting and Public Expenditures Division, Organization for Economic Co-operation and Development (OECD). The main mission of Budgeting and Public Expenditures Division is to support the activities of the Committee of Senior Budget Officials (SBO), which brings the budget directors and other senior officials from OECD member countries and partner countries together to improve the effectiveness and efficiency of resource allocation and management in the public sector. SBO is recognized as the world's leading forum on international budgeting issues.

Mr. Blöndal currently also serves as Editor-in-Chief of the quarterly OECD Journal on Budgeting, a member (observer) of the International Public Sector Accounting Standards Board and a member of the Conseil Scientifique of the Revenu Française de Finances Publiques.

Prior to joining the OECD in 1995, Mr. Blöndal was Head of Division, Icelandic Ministry of Finance. Concurrently, he served in the Office of the Prime Minister as Executive Director of the Icelandic Government's Privatisation Commission.

Mr. Blöndal received his degree from the George Washington University, Washington, D.C., in 1990. In summer 2001, he was a guest scholar at Brookings Institution, Washington, D.C., while on sabbatical from the OECD.

Mr. Blöndal is a citizen of Iceland. He is married. They reside in Paris, France and have one daughter.



ORGANISATION FOR ECONOMIC
CO-OPERATION AND DEVELOPMENT

Performance and Results in OECD Member countries

APEC Economic Committee

Workshop on Government Performance and Results Management
Taipei, 27 March 2008

Jón Ragnar Blöndal

Deputy Head of Division
Budgeting and Public Expenditures Division

1



Agenda

- **A few words about the OECD**
- **General discussion of performance and results**
- **Key issues for successfully implementing performance and results**
- **A few final words about planning**

2



The OECD

- **International Organization**
- **Based in Paris**
- **2,400 Staff**

- **30 Member countries**
- **Extensive co-operation with other countries**

- **Forum of Officials**
 - Senior Budget Officials Group
- **Policy Research**
 - Best practices, country peer reviews, databases

3



To begin...

“Performance is a deceptively simple idea: simple because it is easy to express key concepts and objectives; deceptive because it is hard to apply these ideas in government.”

- Allen Schick
OECD, *The Performing State*

4



The shift to performance and results may be the most important trend in budgeting

- **Away from “Budgeting for Inputs”**
 - “*How much* money can I get?”
- **Towards “Budgeting for Measurable Results”**
 - “What can I *achieve* with this money?”
- **But no standard definition exists of what constitutes performance and results budgeting**

5



The Objective: Improved Quality of Decision-Making

- ✓ It generates a **sharper focus on performance and results** within the government
- ✓ It provides **more and better information** on government **goals and priorities**, and on how different programmes contribute to achieving these goals
- ✓ It encourages a **greater emphasis on planning** and acts as a signalling device that provides key actors with details on what is working and what is not
- ✓ It **improves transparency** by providing more and better information to legislatures and to the public
- ✓ It has the potential to **improve the management** of programmes and efficiency

6



However, Few Countries Have Successfully Integrated Performance and Results into their Budget Processes

- ✓ **Performance and results too often is a purely technical exercise...**
 - Abundant performance information is generated
 - Budgets are re-classified by programmes

- ✓ **...But nothing changes**
 - No impact on budget allocations
 - No impact on programme effectiveness and efficiency
 - Performance and results information is simply ignored

7



Key Issues for Successfully Implementing Performance and Results

8



Manage Expectations

- **Performance and results is not a “magic bullet”**
- **Perceptions on performance and results vary widely**
 - Be clear what it is, and what it is not
- **Implementing performance and results is a long-term process**
 - Create step-by-step milestones

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Link to Budget Allocation

- **Allocating funds strictly on the basis of performance and results is hard to apply in practice**
- **It may be suitable for some specific areas**
 - For example, education / health care/old-age care homes
- **But it ignores other salient considerations**
 - Need to finance ongoing activities
 - If performance and results information is “negative”, does that mean resources should be increased or decreased?
 - Political promises and interest group demands

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Complementary Reforms

- **Successful performance and results is a part of wider public management reforms**
 - It cannot be implemented in a vacuum
- **Specifically, performance and results needs to replace traditional input controls**
 - It's the *quid pro quo* of the model
 - Otherwise, it's seen by managers as simply yet another layer of controls
- **“Being held accountable for what you don't control”**

11



Institutional Roles

- **Prime Minister's Office / Presidency**
- **Ministry of Finance**
- **Line ministries and agencies**

- **Leadership and strategic capacity**
- **Investment in human resources capacity**

- **Top-down vs. bottom-up approaches**
- **Asymmetric information**

- **Need to change budget calendar in some cases**

12



Measuring Activities

- **Outcomes and outputs**
 - Need to focus on both
- **Some areas are more easily measured than others**
 - Policy areas vs. service delivery areas
 - “Hard” service delivery areas vs. “soft” service delivery areas
- **Role of targets**
 - Risk of distorting behaviour
 - Focus on activities where change is desired
- **Credibility and reliability**
 - Auditing performance and results information
- **Other performance and results instruments**
 - Evaluations, peer reviews, benchmarking, Inspectorates



Avoid Information Overload

- **A main reason for the “failure” of performance and results in the past**
 - Submissions “the size of phonebooks”
- **Level of information detail needs to be commensurate with the requirements of the user**
 - Cascading levels of detail needed
- **“Bad information drives out good information”**



Greatest Challenge: Politicians

- **By nature, they focus on inputs and activities**
 - Individual ministers, cabinet, and Members of the Legislature
- **Strong political leadership and commitment required**
 - Consensus among political parties?
- **Special interest groups synthesise performance and results information in order to publicly embarrass governments**
 - Serves to create “demand” by politicians

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”Planning”

- **Strategic planning is important**
 - It's long-term (budgeting: short-term)
 - It's change-oriented (budgeting: continuity)
 - It's opportunity-based (budgeting: incremental- and cost-based)
- **But often unrealistic**
 - Not subject to an explicit budget constraint
 - Only identifies new (and many) priorities
 - No identification of low priorities or cuts
- **Budgets and plans are notoriously difficult to integrate**

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Conclusion

- **Similar Reforms Across OECD countries**
 - But from different starting points...
 - ...And at different speeds
 - ...And with different emphasis
- **“Health Warning”**
 - Don't *Leapfrog!*

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For further information



www.oecd.org/gov/budget

OECD Journal on Budgeting

jon.blondal@oecd.org

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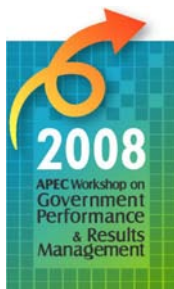


**Asia-Pacific
Economic Cooperation**

2008/EC/WGPRM/003
Agenda Item:002

Economy Experience Sharing 1-Chinese Taipei

Purpose: Information
Submitted by: Dr. Yu-Hsieh Sung



**Workshop on Government Performance &
Results management**

**Taipei, Chinese Taipei
27-28 March 2008**

Author's Biography

Dr. Yu-hsieh Sung is the Chief Secretary of the RDEC under the Cabinet. He also teaches as Adjunct Associate Professor at Chung-Yuan University.

Dr. Sung has been working for RDEC since 1985. His experience mainly includes e-government, government performance evaluation, and government reform, etc.. He was the key person to lead a group on developing, coordinating, and expediting the “Electronic Government” project started from 1996. In the past four years, he made efforts in promoting the re-engineering of government organization, which require the strategic use of ICTs with government administration. He also has vast experience in many government information systems projects, including local government office automation, privacy protection in cyber-age and official document exchange, etc.

Dr. Sung holds a B.S. degree from Chung-Hsing University, an M.P.P. degree from the University of Michigan, U.S.A. and a Ph.D. degree in Business Administration from Cheng-Chi University. He is also a frequent lecturer of numerous government training programs for civil servants.



Economy experience sharing 1–Chinese Taipei

Dr. Yu-Hsieh Sung
Chief Secretary
Research, Development and Evaluation Commission
2008.03.27

 Research, Development and Evaluation Commission



Outline

1. Foreword
2. Government Plan/Program Performance Management Scheme
3. Ministry 4-Year Overall Strategic Plan Review and Evaluation
4. Individual Medium and Long-Term Program Review and Evaluation
5. Web-based Government Plan/Program Performance Management (GPMnet)
6. Suggestions and Prospects



1. Foreword



Background



A Public Sector Governance Seminar led by New Zealand, held on the margins of SOM III 2007 which forms part of the APEC Work Plan towards LAISR 2010. The seminar highlighted the importance of good public sector governance that can strengthen the voice of voters and taxpayers.

Based on



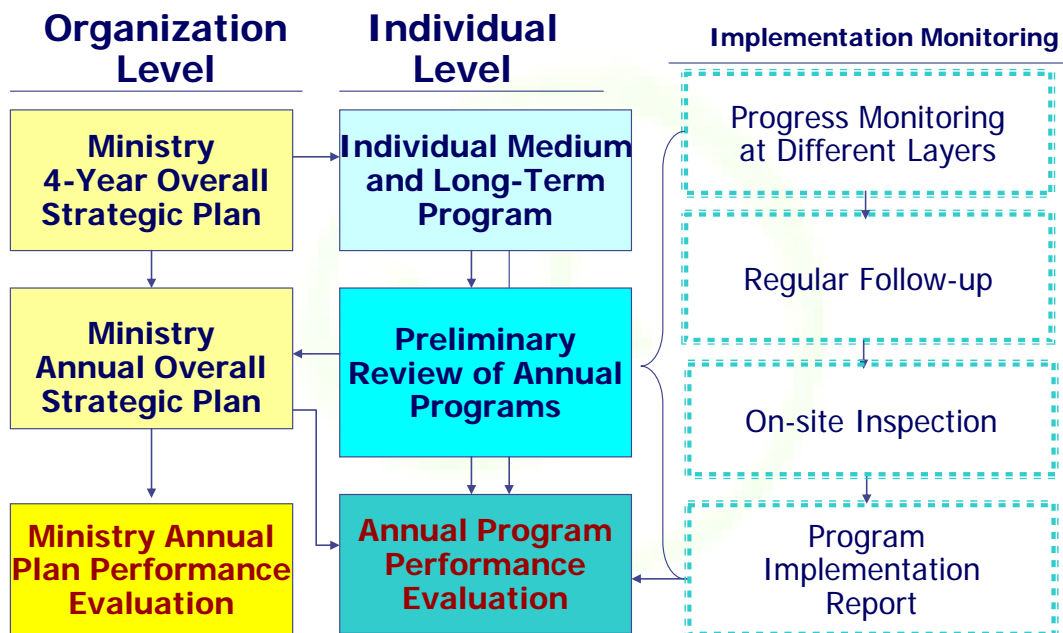
- 1.Chinese Taipei has established two levels Government Plan/Program Management Scheme for good governance of Ministry strategic plan and individual program.
- 2.Chinese Taipei also built ICT-based plan/program performance management system which proved to be effective.



2. Government Plan/Program Performance Management Scheme

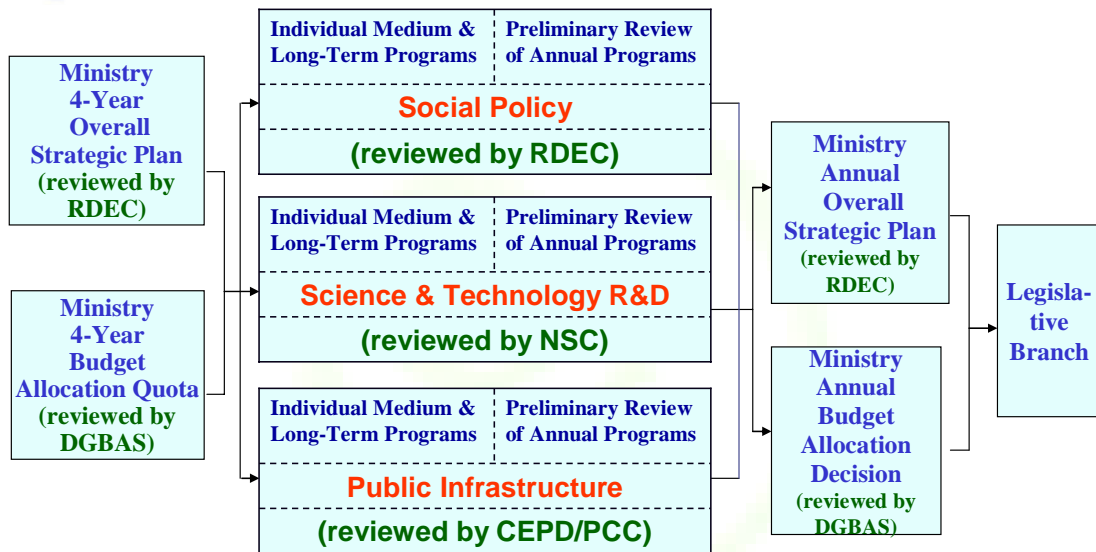


2.1 The 2-Level Framework of Government Plan/Program Performance Management





2.2 Management Scheme and Agency Responsible for Plan/Program Review



RDEC: Research, Development and Evaluation Commission
 DGBAS: Directorate-General of Budget, Accounting and Statistics
 CEPD: Council for Economic Planning and Development
 PCC: Public Construction Commission
 NSC: National Science Council



3. Ministry 4-Year Overall Strategic Plan Review and Evaluation



3.1 Ministry Overall Strategic Plan Performance Management



5



3.2 Planning Cycle of the Ministry 4-Year Overall Strategic Plan



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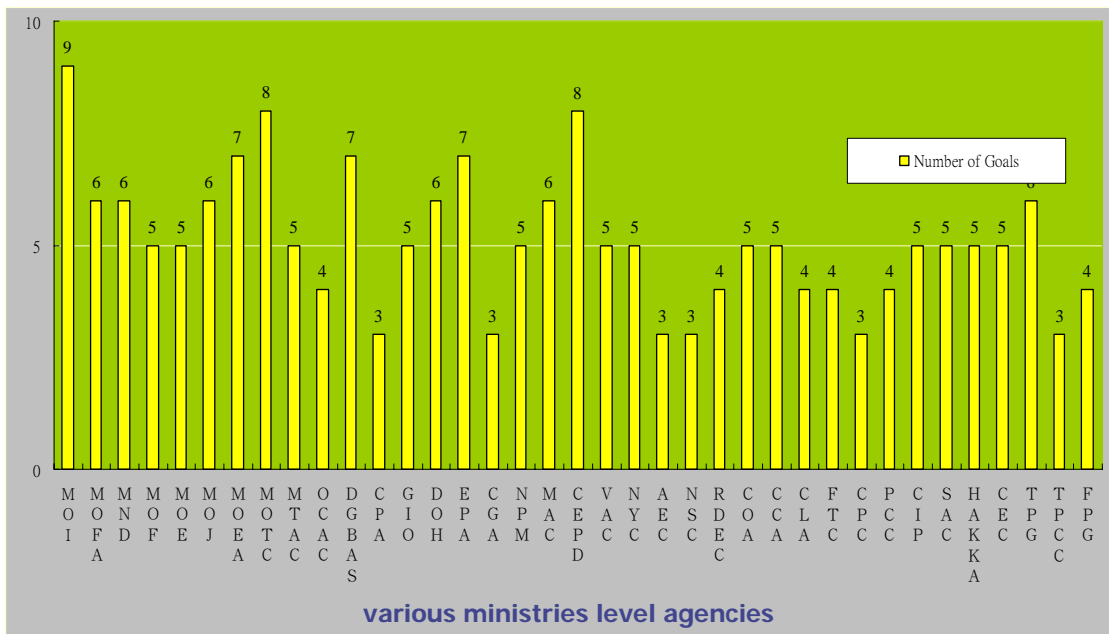


3.4 Strategic Goals and Performance Indicators



Strategic Performance Goals of All Ministries

(for Business Dimension)



*Remark: Appendix accounts for Ministries' Abbreviation and Full Name



Performance Indicators of All Ministries

From the strategic dimensions of business, human resources, and budget, each ministry shall draw up performance indicators as the basis for performance evaluation. A total of 1,487 indicators have been identified.



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Selection of Performance Indicators and Target Setting

- ◆ Performance indicators should be **representative, comprehensive, continuous, and viable.**
- ◆ Performance indicators should be **outcome-oriented** instead of **output/process/input-oriented.**
- ◆ Each ministry should refer to the actual **targets** achieved in the **past 3 years** for target setting. The targets for the next four years should be established concerning the changing pattern for each indicator and should be basically set at **10% higher than the previous targets.**

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3.5 Revision of Ministry 4-Year Overall Strategic Plan

◆ Conduct Performance Review and Revise/Roll-over Every 4 Years

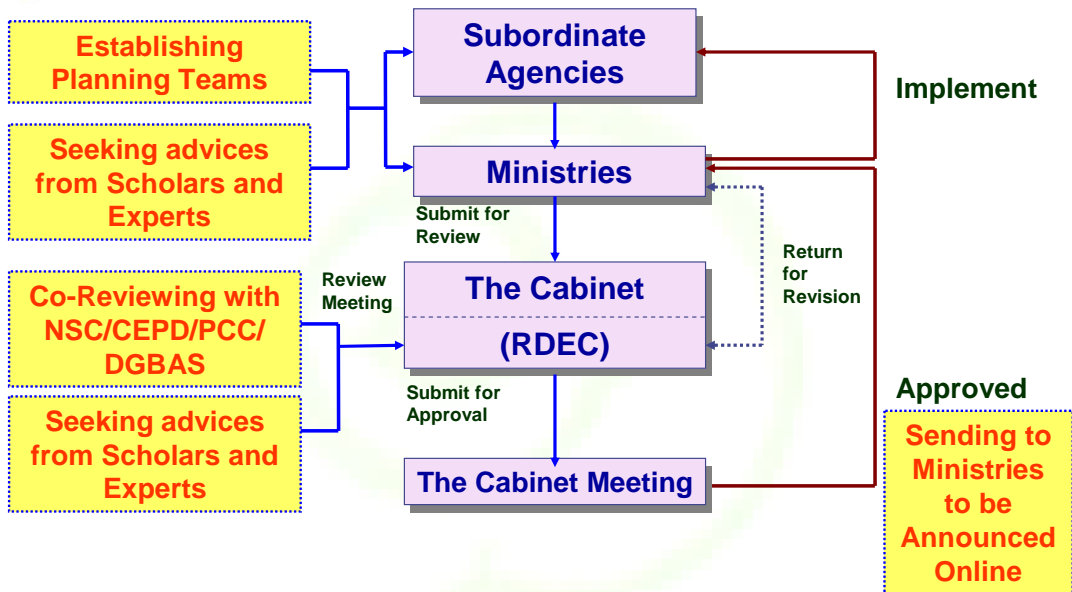
In line with the term of leader, ministries shall review and revise overall strategic plan for the next 4 years (YearX+1~YearX+4) during the inauguration year (Year X) of the leader.

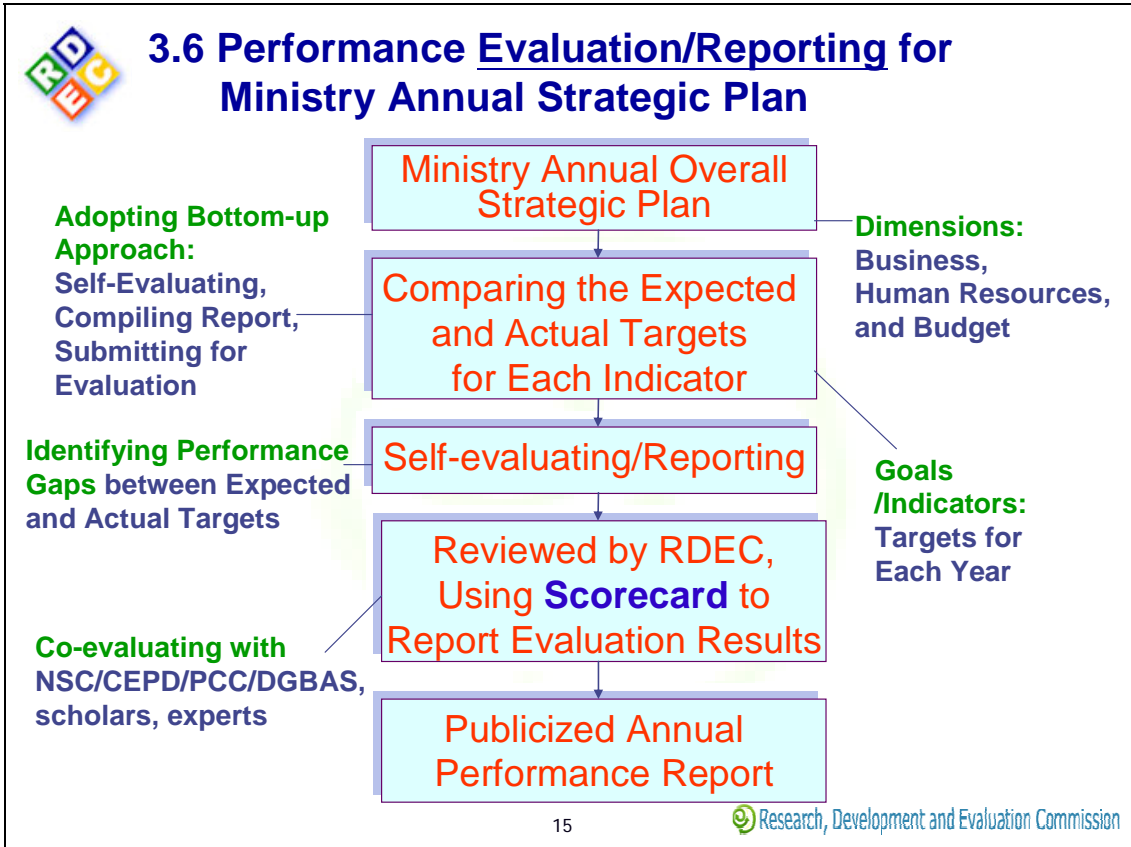
◆ Conduct the Revision Process in Q1 of Every Year

Agencies shall revise strategic plan given that there are no changes on strategic goals, performance indicators and 4 years final target.



Flowchart for the Revision of Ministry 4-Year Overall Strategic Plan





Scorecard Management

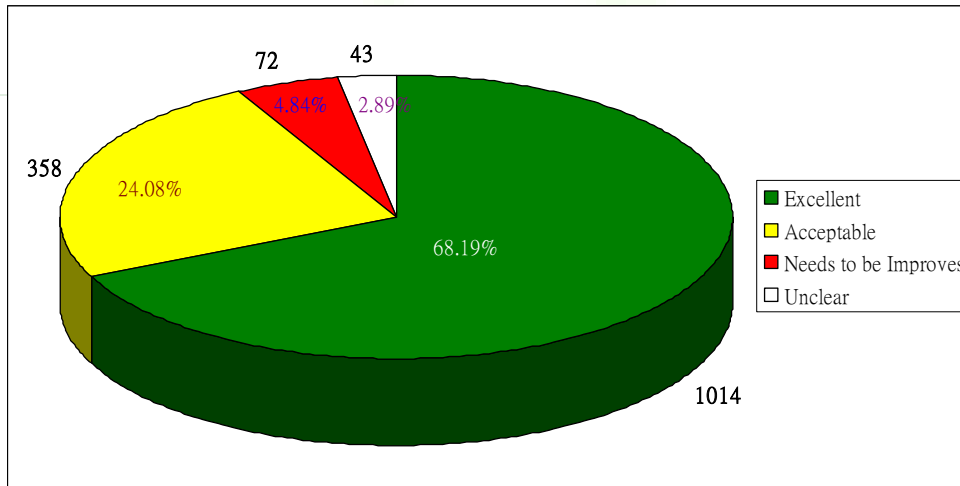
Status	Performance Rating	Evaluation Descriptions
★ Green	Excellent	1. Challenging goals 2. Goal obtainment rate is above 90%
▲ Yellow	Acceptable	1. Challenging goals 2. Goal obtainment rate is under 90% but still above 80%
● Red	Needs to be improved	1. Proven lapses in implementation efforts 2. Goal obtainment rate is less than 80%
□ White	Unclear (Requiring more objective verification)	1. only output, no clear outcome yet 2. Significant results cannot be verified at the beginning year of program implementation

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3.7 Evaluation Results in Terms of Scorecard

There were 1,487 performance indicators for all Ministries in 2007. The following are the results of the performance evaluation:



CASE 1: National Palace Museum – 4-Year Overall Strategic Plan

Strategic Goals	Performance Indicators	Performance Targets			
		2005	2006	2007	2008
Transformation of artifact exhibition space	Increase number of visitors (1,000)	2200	2400	2700	2800
Academic research and exchange	Number of visitors to National Palace Museum's website (1,000)	1400	1450	2000	2000
Promotion of museum education	Promotion of museum education (persons)	3500	3500	3800	3800
Create a sound globalized copyrights licensing system and enhance the marketing efforts for publications	Expand the distribution scope and sale of National Palace Museum's souvenirs (NT\$1,000)	72000	73000	80300	80300
Enhance artifact collection and preservation	Maintenance and repair of artifacts (pieces)	2400	2400	2400	2400



CASE 1: National Palace Museum - Plan Evaluation Results

Using year 2007 as an example

Strategic Goals	Performance Indicators	Performance Targets		
		Expected	Actual	Scorecard
Transformation of artifact exhibition space	Increase number of visitors up to (unit: 1,000)	2,700	2,400	▲
	
Create a sound globalized copyrights licensing system and enhance the marketing efforts for publications	Expand the distribution scope and sale of National Palace Museum's souvenirs (NT\$1,000)	80,300	81,250	★
	



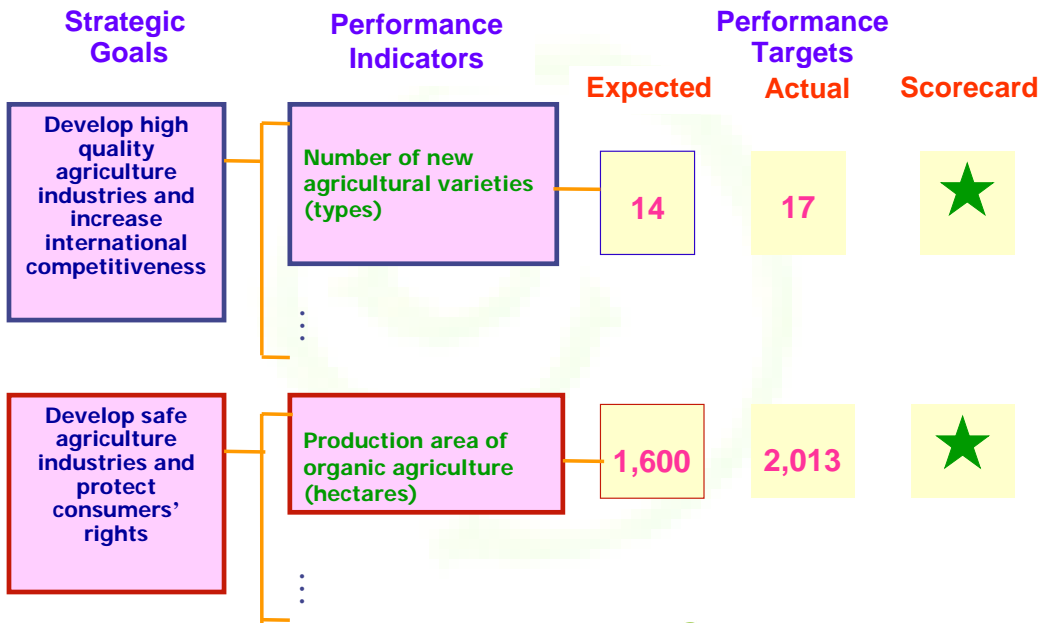
CASE 2: Council of Agriculture – 4-Year Strategic Plan

Strategic Goals	Performance Indicators	Performance Targets			
		2005	2006	2007	2008
Develop high quality agriculture industries and increase international competitiveness	Number of new agricultural varieties (types)	12	13	14	15
	
Develop safe agriculture industries and protect consumers' rights	Production area of organic agriculture (hectares)	1350	1400	1600	1700
	
Develop agri-tourism and improve the quality of life in the countryside	Total number of tourists of agri-tourism, recreational fishery and recreational forest industries (1,000 persons)	8250	11400	12000	13000
	
Develop the eco-agriculture and promote sustainable use of resources	Forestation area (hectares)	700	800	900	1170
	
Strengthen the comprehensive development of agriculture industries and improve the welfare status of farmers and fishermen	Satisfaction rate of participants of agricultural education and training (%)	70	80	83	85
	



CASE 2: Council of Agriculture - Plan Evaluation Results

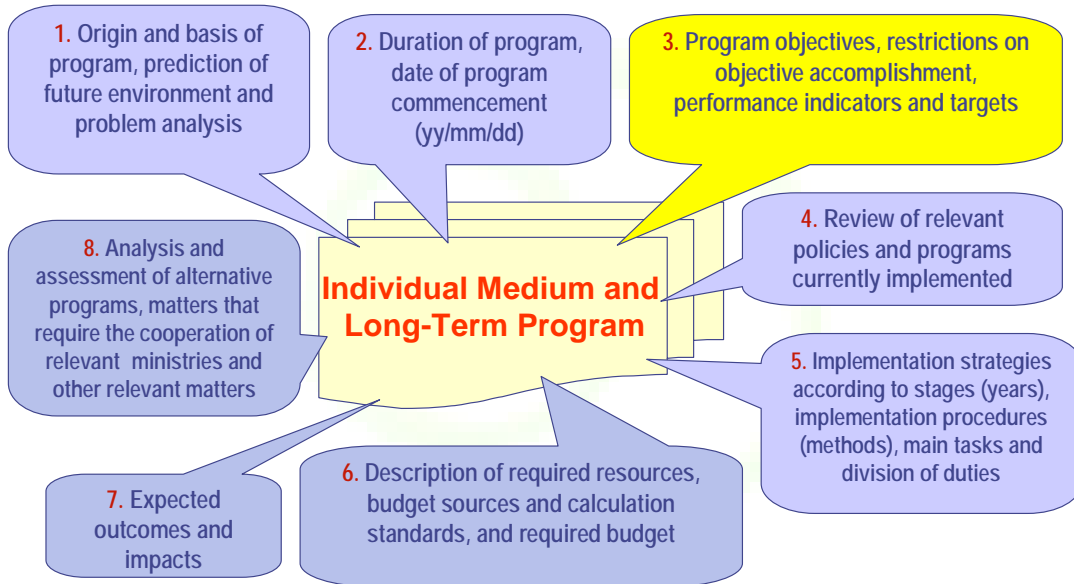
Using year 2007 as an example



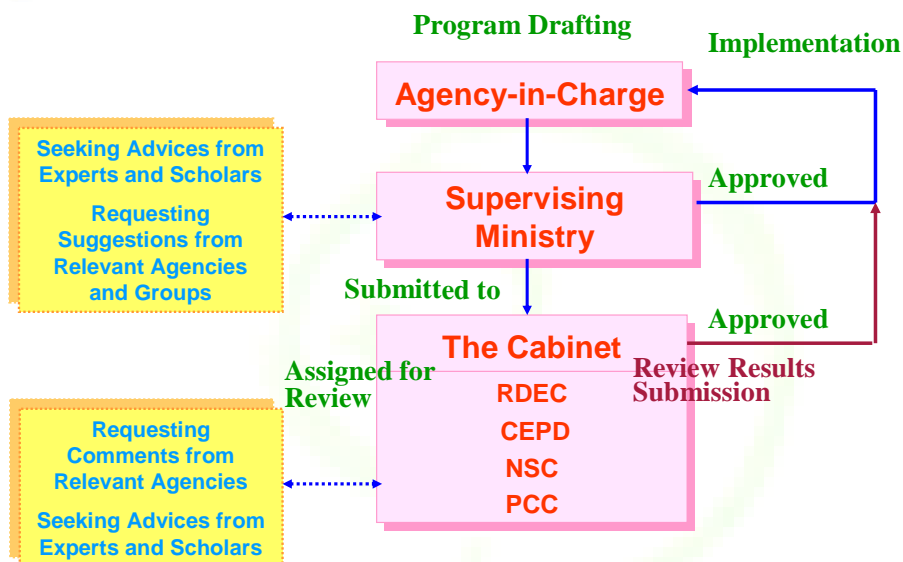
4. Individual Medium and Long-Term Program Review and Evaluation



4.1 Formats of Individual Medium and Long-Term Program

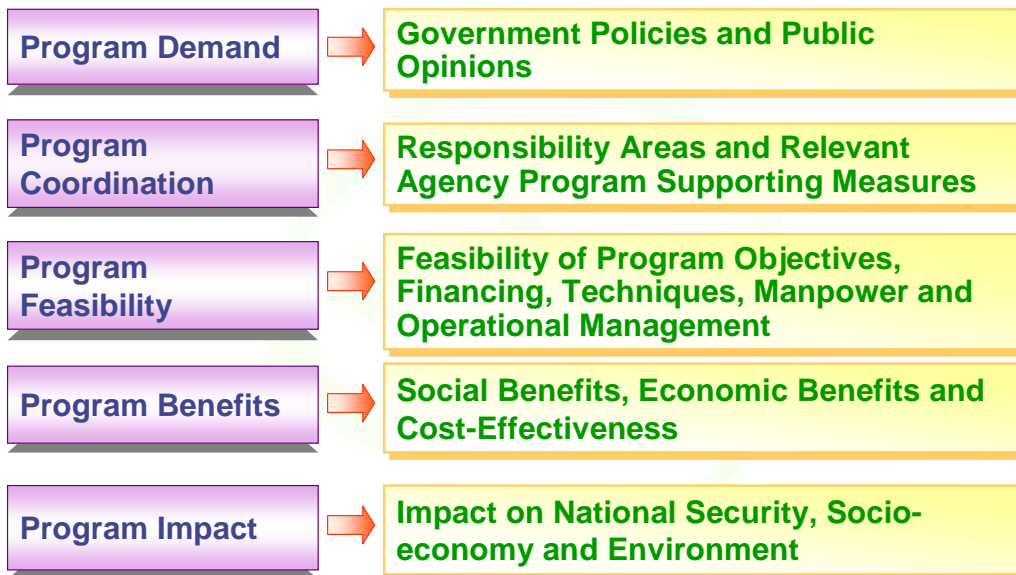


4.2 Drafting and Reviewing Procedures for Program





Criteria for Reviewing Individual Medium and Long-Term Program



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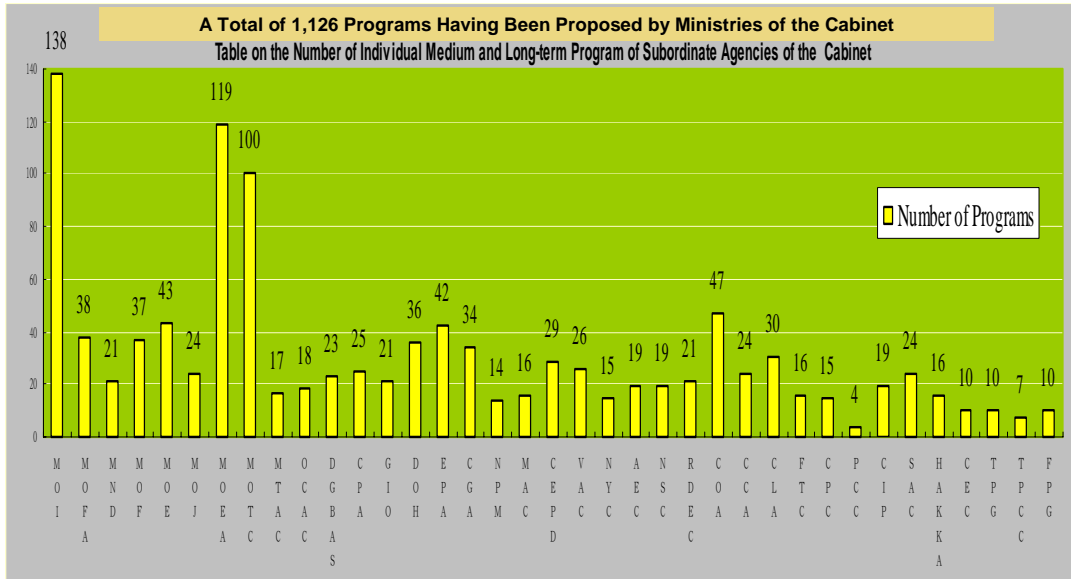
4.3 Some Notes about Individual Medium and Long-Term Program

- ❑ Ministry programs are of course **part of ministry overall strategic plan.**
- ❑ Program's implementation will contribute to the accomplishment of ministry overall strategic goal.
- ❑ Programs are usually **2-6 Years** (2-6 Years as medium-term; over 6 Years as long-term).
- ❑ Programs are for specific purpose which are submitted by ministry for approval.
- ❑ Program **reviewed** and its performance **evaluated by RDEC/NSC/CEPD/PCC** (depends on types).

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4.4 Number of Individual Medium and Long-Term Programs under the 4-Year Strategic Plan

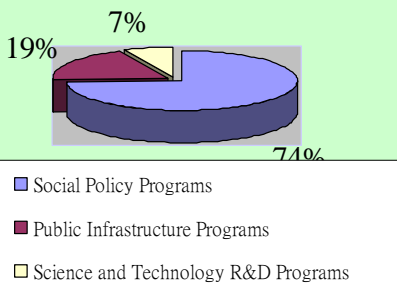


various ministry level agencies

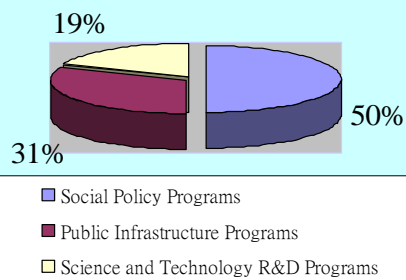
*Remark: Appendix accounts for Ministries' Abbreviation and Full Name
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Percentage of Various Types of Programs of Ministries of the Cabinet



Percentage of Budgets Required by Various Types of Programs of Ministries of the Cabinet



Social Policy Programs: A total of 838 programs (74%).

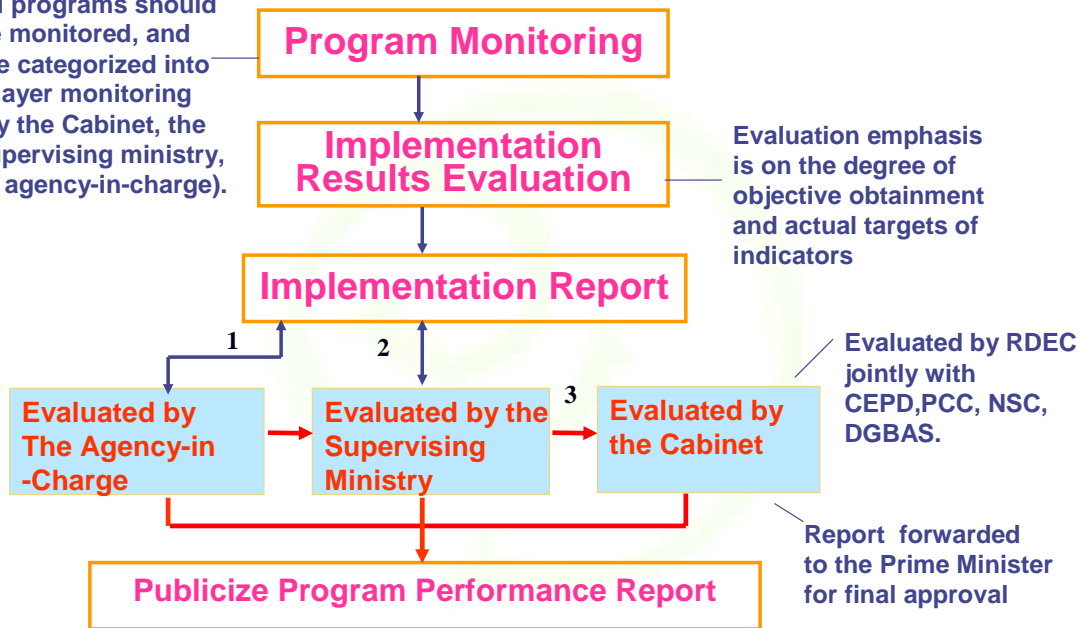
Public Infrastructure Programs: A total of 210 programs (19%).

Science and Technology R&D Programs: A total of 78 programs (7%).

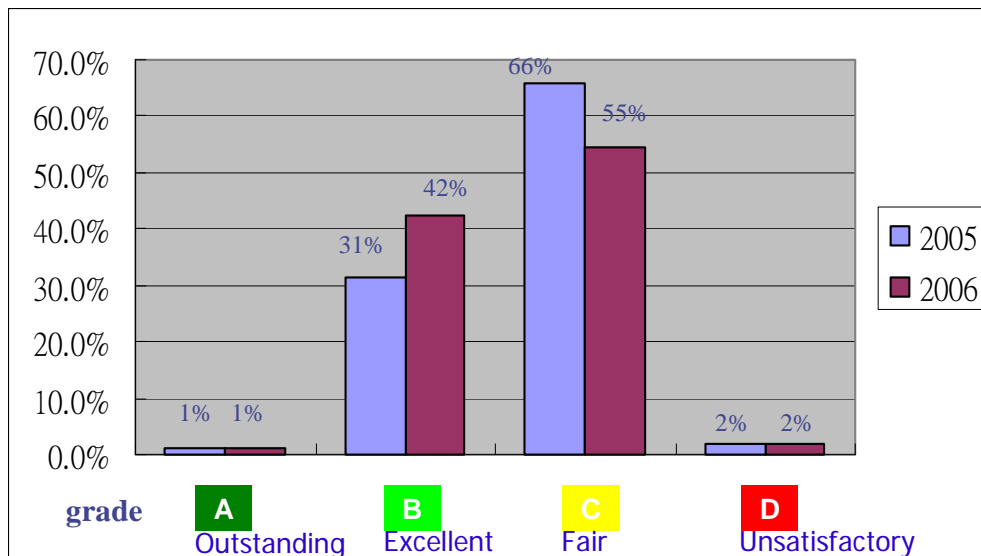


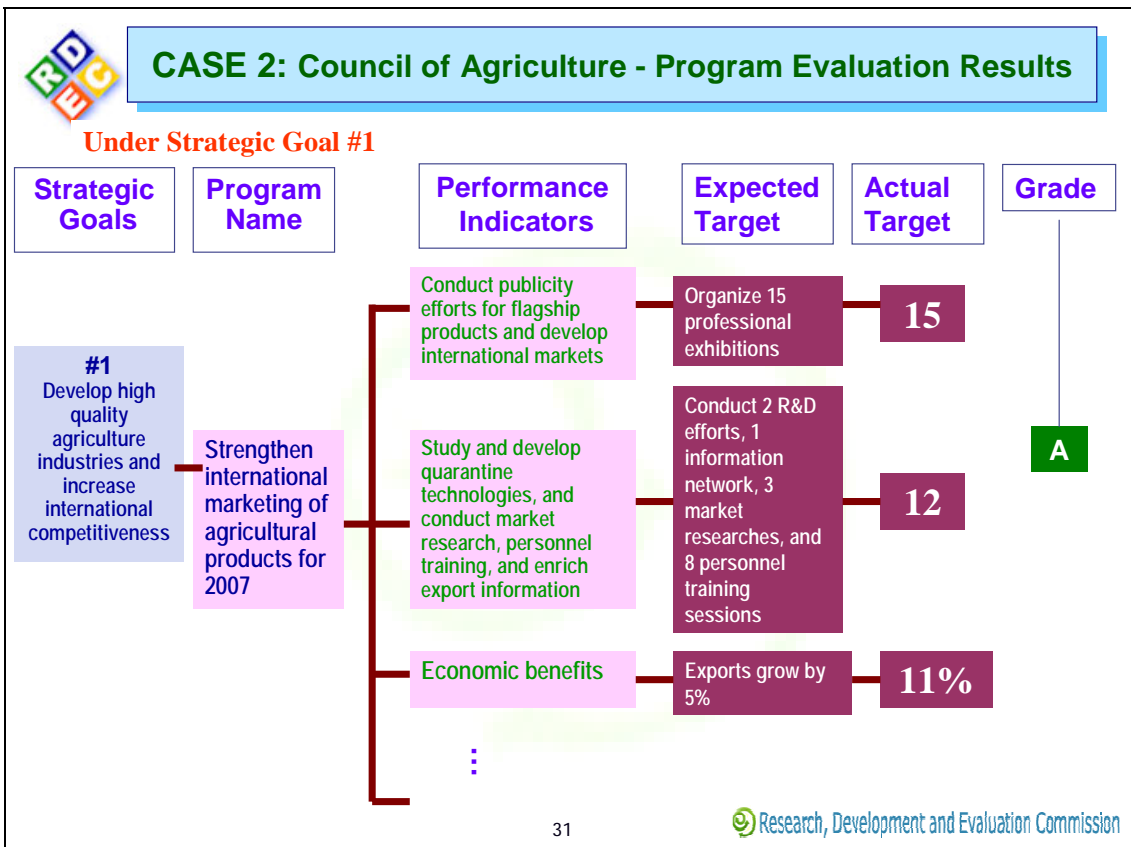
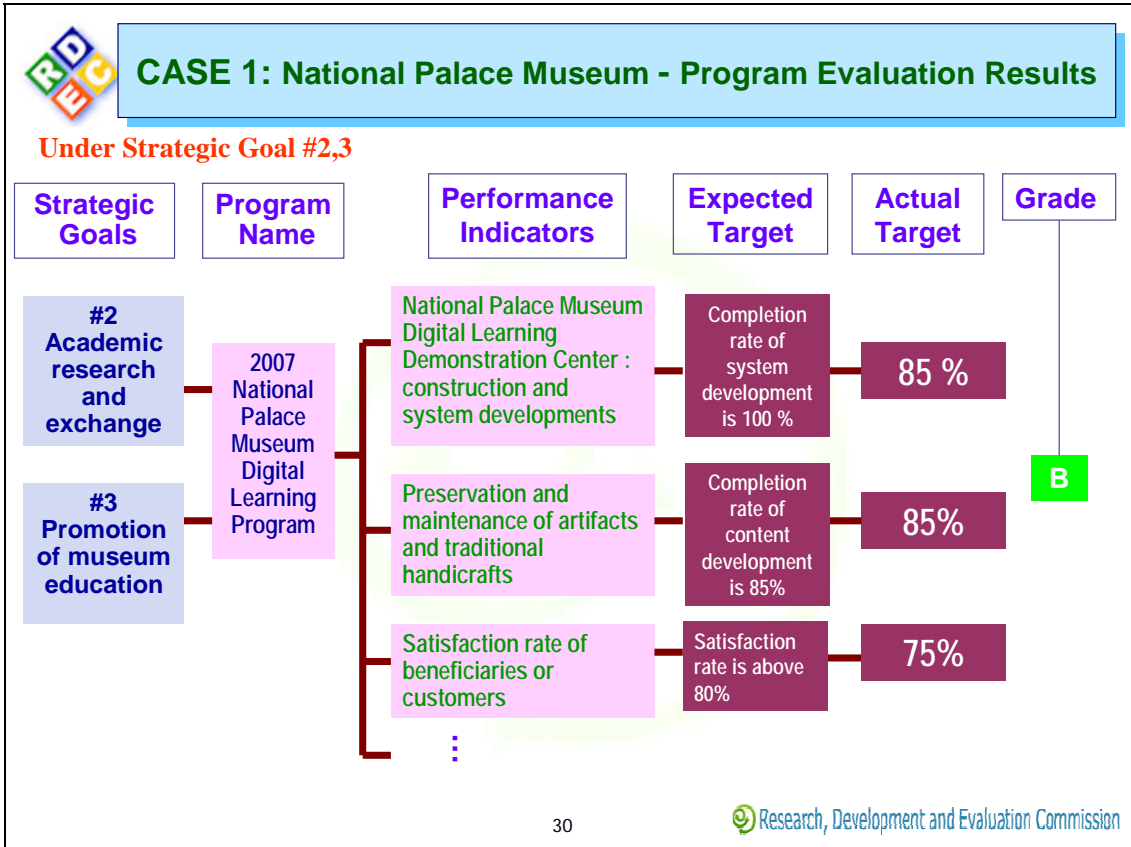
4.5 Program Monitoring and Performance Evaluation

All programs should be monitored, and are categorized into 3-layer monitoring (by the Cabinet, the supervising ministry, or agency-in-charge).



4.6 Program Evaluation Result Statistics -- for Those Evaluated by the Cabinet







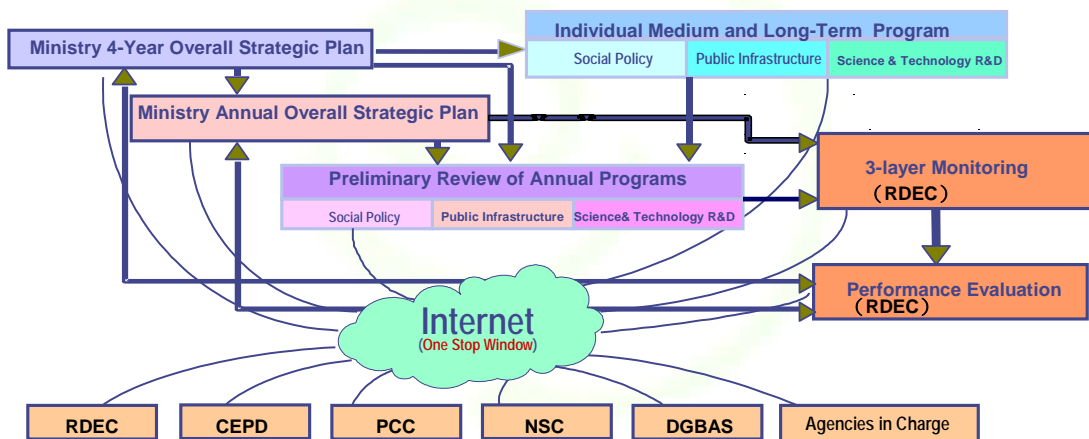
5. Web-based Government Plan/Program Performance Management (GPMnet)



Plan/Program Review/Evaluation On-line

Building a uniform plan/program management platform via the Government Service Network

Paperwork → Online Operation → Knowledge Management





6. Suggestions and Prospects

 Research, Development and Evaluation Commission



6.1 Suggestions

- Developing **online auditing** mechanism to improve ministry internal control.
- Integrating other administrative management information systems (such as budget) to **support top-level decision-making**.
- Introducing the **GPMnet to local governments** to promote nationwide performance management.
- Exchanging ideas on good governance among **international community**.

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6.2 Prospects

- **Accountability** : Everybody knows which ministry accounts for what kind of plan/program implemented in specific time and place.
- **Transparency** : Everybody can get performance evaluation information about ministry plan and program on-line.
- **Participation** : Everybody may participate during the review and evaluation process of ministry plan and program.



Appendix—Abbreviation and Full Name

MOI	Ministry of the Interior	VAC	Veterans Affairs Commission
MOFA	Ministry of Foreign Affairs	NYC	National Youth Commission
MND	Ministry of National Defense	AEC	Atomic Energy Commission
MOF	Ministry of Finance	NSC	National Science Council,
MOE	Ministry of Education	RDEC	Research, Development, and Evaluation Commission
MOJ	Ministry of Justice	COA	Council of Agriculture
MOEA	Ministry of Economic Affairs	CCA	Council for Cultural Affairs
MOTC	Ministry of Transportation and Communications	CLA	Council of Labor Affairs
MTAC	Mongolian and Tibetan Affairs Commission	FTC	Fair Trade Commission
OCAC	Oversea Compatriot Affairs Commission	CPC	Consumer Protection Commission
DGBAS	Directorate-General of Budget, Accounting, and Statistics	PCC	Public Construction Commission
CPA	Central Personnel Administration	CIP	Council of Indigenous Peoples
GIO	Government Information Office	SAC	Sports Affairs Council
DOH	Department of Health	HAKKA	Council for Hakka Affairs
EPA	Environmental Protection Administration	CEC	Central Election Commission
CGA	Coast Guard Administration	TPG	Taiwan Province Government
NPM	National Palace Museum	TPCC	Taiwan Provincial Consultative Council
MAC	Mainland Affairs Council	FPG	Fukien Provincial Government
CEPD	Council for Economic Planning and Development		



End of Briefing Cordially Presented

For more information, refer to <http://www.rdec.gov.tw>

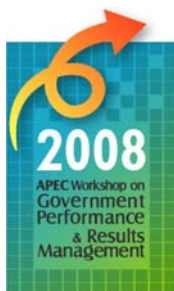


**Asia-Pacific
Economic Cooperation**

2008/EC/WGPRM/004
Agenda Item:002

**Economy Experience Sharing 2-U.S.A
Results Management and Performance Improvement: U.S.
Government-wide Efforts**

Purpose: Information
Submitted by: Daren Wong



**Workshop on Government Performance &
Results management**

**Taipei, Chinese Taipei
27-28 March 2008**

Author's Biography

Daren Wong is a Program Examiner at the OMB in Washington, DC, where he is responsible for providing government-wide leadership to Executive Branch agencies to improve program performance and implement the Performance Improvement Initiative of the President's Management Agenda. His duties include administering the Program Assessment Rating Tool, promoting the development and implementation of performance improvement plans, assessing agency implementation of the Performance Improvement Initiative, and facilitating development of performance goals and measures.

At the OMB, Mr. Wong has served in program examiner positions covering national security, homeland security, energy regulation, and energy resource development issues. He has also served as Chief of the National Security Programs Branch staff within the Office of the Chief Financial Officer at the Department of Energy, and as Acting Deputy Assistant Director for Management at OMB. Prior to joining the Federal Government, he served in senior operations research, industrial and methods engineering positions in the automotive industry.

Mr. Wong received his Masters degrees in Public Policy and Industrial and Operations Engineering from the University of Michigan, and received a BS degree in Industrial Engineering from Purdue University.

Results Management and Performance Improvement: U.S. Government-wide Efforts

Workshop on Government Performance and Results Management

Daren Wong
Office of Management and Budget



1

Government-wide Efforts in to Improvement Performance and Results Management

- **Overview**
- **Government Performance Results Act Framework**
 - Strategic Plans, Annual Performance Plans
 - Annual Performance Reports, Program Evaluation
- **Program Assessment Rating Tool (PART) / Performance Improvement Initiative**
 - Program Assessment
 - Improvement Plans
 - Integration with the Annual Budget Process
 - President's Management Agenda Scorecard
- **Institutionalizing Performance and Results Management**
 - Program Improvement Officers
 - Senior Executive Performance Appraisal Certification



2

Overview -- Dates in Performance Management

- **1966:** Johnson Administration launched “Planning, Programming, and Budgeting System”
- **c.1972:** Nixon Administration followed with “Management by Objective”
- **1977:** Carter Administration introduced “Zero-Based Budgeting”
- **1993:** Government Performance Results Act Enacted
 - Clinton Administration implementation
- **2002:** Program Assessment Rating Tool and President’s Management Agenda introduced and implemented
- **2007:** Executive Order 13450 – Improving Government Program Performance



3

Government Performance Results Act of 1993 Agency Requirements

- **Strategic Plan**
 - Covering a period of at least five years
 - Updated and revised at least every three years
- **Annual Performance Plan**
 - Covers each program activity set forth in the agency budget
 - Establishes performance goals to define the level of performance to be achieved by each program activity
- **Annual Performance Report**
 - Programs report results in relation to their performance goals
 - Results reported for the current year and three preceding years
 - Includes explanations for why goals were not met



4

Program Assessment Rating Tool (PART)

- **Assesses Programs in Four Key Dimensions**
 1. Purpose and Design
 2. Planning
 3. Management
 4. Results and Accountability
- **Encourages Continuous Improvement**
 - Establishment and updating of Improvement Plans
- **Applies Consistent Framework to all Programs**
- **Generates Objective Program Ratings**
 - Effective, Moderately Effective, Adequate, Ineffective
 - Results Not Demonstrated
- **Completion in Time for Agency Budget Decision-making**



5

Performance Improvement Initiative President's Management Agenda Scorecard

- **Management Practices and Capabilities**
 - Senior agency managers meet at least quarterly to examine integrated financial and performance information.
 - Agency works to improve program performance and efficiency each year.
 - Strategic plans contain a limited number of outcome-oriented goals and objectives.
 - Annual budget and performance measures identified in the PART and focus on information used by senior management.
 - Reports the full cost of achieving performance goals accurately in budget and performance documents.
 - Can accurately estimate the marginal cost of changing performance goals.
 - Has at least one efficiency measure for each PARTed program.



6

Performance Improvement Initiative President's Management Agenda Scorecard

■ Management Practices and Capabilities (cont.)

- Uses PART assessments to direct program improvements and hold managers accountable for those improvements.
- Uses PART findings and performance information consistently to justify funding requests, management actions, and legislative proposals.
- Uses marginal cost analysis to inform resource allocations, as appropriate.

■ Results

- Less than 10% of agency programs receive a Results Not Demonstrated rating for two years in a row.
- Improves program performance and efficiency each year.

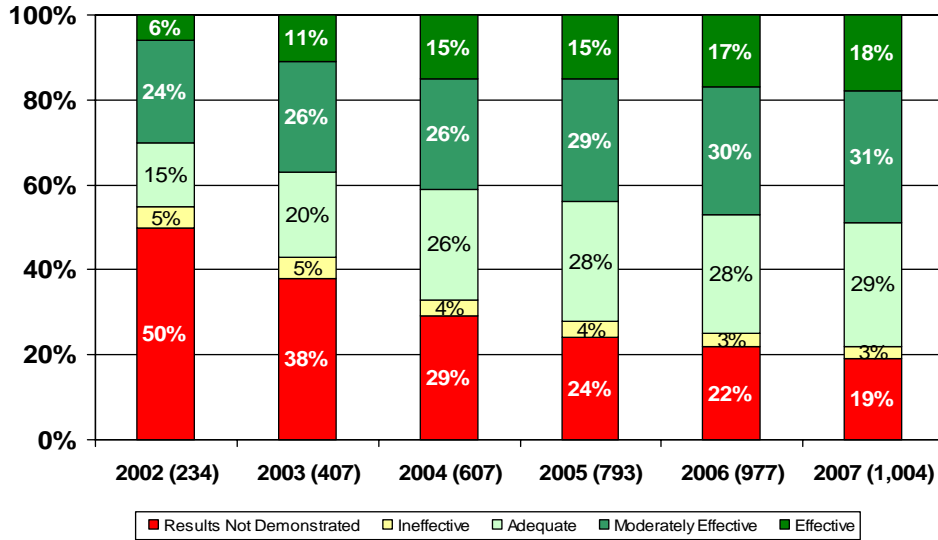


Performance Improvement Initiative President's Management Agenda Scorecard

	Current Status as of December 31, 2007					Progress in Implementing the President's Management Agenda				
	Human Capital	Competitive Sourcing	Financial Perf.	E-Gov	Performance Improvement	Human Capital	Competitive Sourcing	Financial Perf.	E-Gov	Performance Improvement
AGRICULTURE	●	●	●	●	●	●	●	●	●	●
COMMERCE	●	●	●	●	●	●	●	●	●	●
DEFENSE	●	●	●	●	●	●	●	●	●	●
EDUCATION	●	●	●	●	●	●	●	●	●	●
ENERGY	●	●	●	●	●	●	●	●	●	●
EPA	●	●	●	●	●	●	●	●	●	●
HHS	●	●	●	●	●	●	●	●	●	●
DHS	●	●	●	●	●	●	●	●	●	●
HUD	●	●	●	●	●	●	●	●	●	●
INTERIOR	●	●	●	●	●	●	●	●	●	●
JUSTICE	●	●	●	●	●	●	●	●	●	●
LABOR	●	●	●	●	●	●	●	●	●	●
STATE	●	●	●	●	●	●	●	●	●	●
DOT	●	●	●	●	●	●	●	●	●	●
TREASURY	●	●	●	●	●	●	●	●	●	●
VA	●	●	●	●	●	●	●	●	●	●
USAID	●	●	●	●	●	●	●	●	●	●
CORPS	●	●	●	●	●	●	●	●	●	●
GSA	●	●	●	●	●	●	●	●	●	●
NASA	●	●	●	●	●	●	●	●	●	●
NSF	●	●	●	●	●	●	●	●	●	●
OMB	●	●	●	●	●	●	●	●	●	●
OPM	●	●	●	●	●	●	●	●	●	●
SBA	●	●	●	●	●	●	●	●	●	●
SMITHSONIAN	●	●	●	●	●	●	●	●	●	●
SSA	●	●	●	●	●	●	●	●	●	●

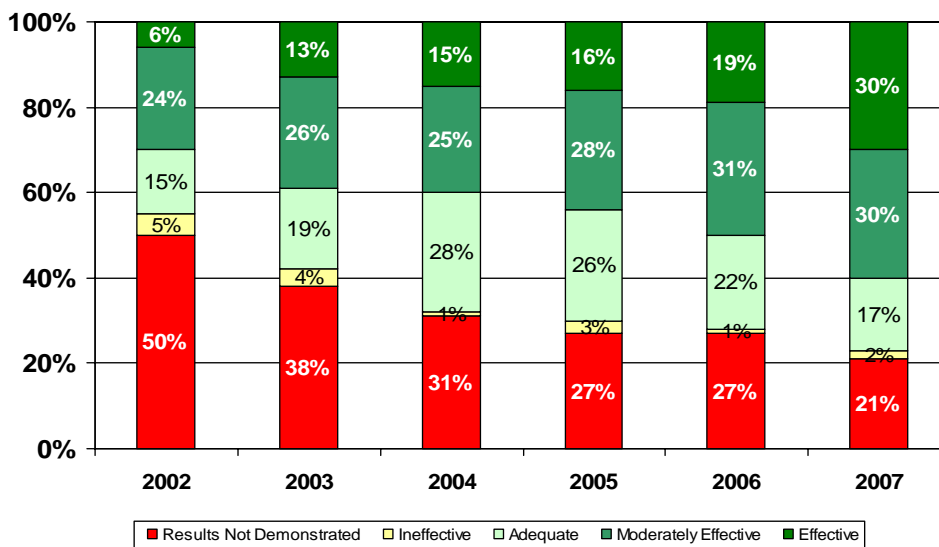


Cumulative Distribution of PART Ratings



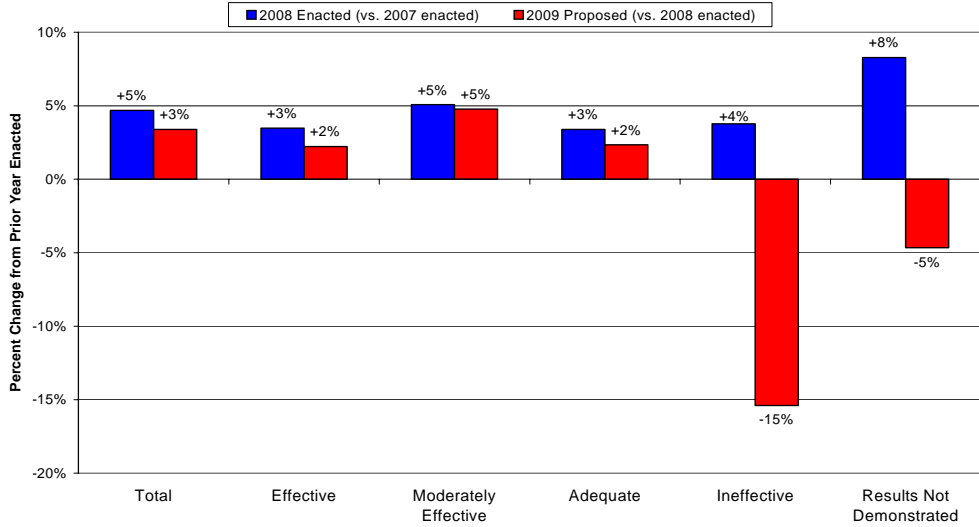
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First PART Assessment Only Distribution of Ratings



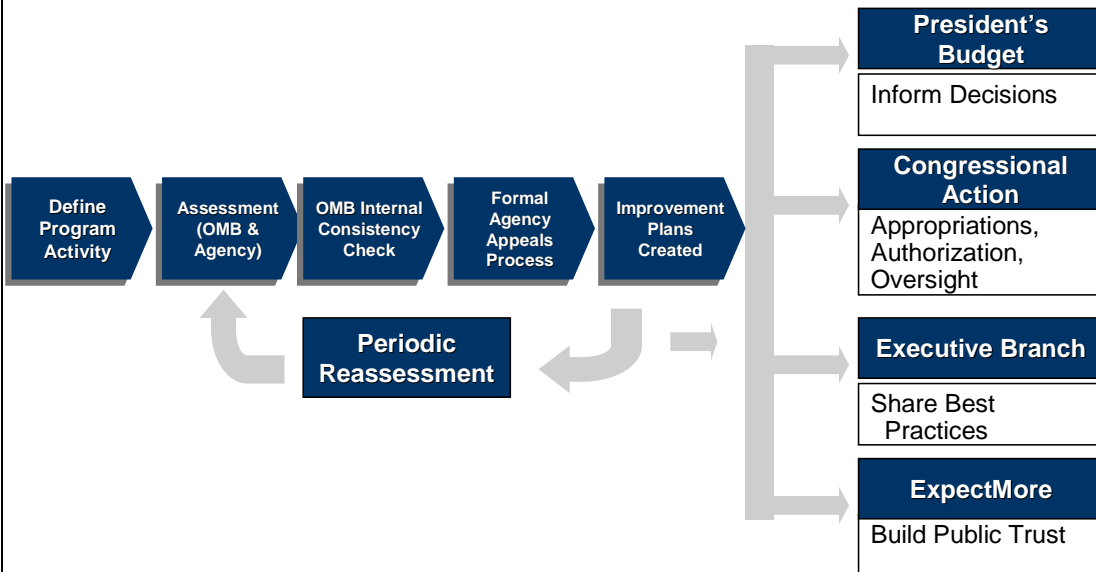
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Program Funding by Effectiveness Rating 2008 Enacted vs. 2009 Proposed Non-DOD Funding by PART Rating



11

How PART Processes Unfold



12

Executive Order 13450 – Improving Government Program Performance (November 2007)

“It is the policy of the Federal Government to spend taxpayer dollars effectively, and more effectively each year. Agencies shall apply taxpayer resources efficiently in a manner that maximizes the effectiveness of Government programs serving the American people.”



13

Executive Order 13450 – Improving Government Program Performance (November 2007)

■ Duties of Heads of Agencies: each program administered has

- Clear, annual and long-term goals defined by objectively measurable outcomes.
- Specific plans for achieving its goals.
- Means to measure progress toward achievement of goals and efficiency in the use of resources in making that progress.
- Mechanisms for ensuring continuous accountability of agency personnel to the head of the agency for achievement of the goals and efficiency in use of resources in achievement of the goals.



14

Executive Order 13450 – Improving Government Program Performance (November 2007)

- **Establishes Agency Performance Improvement Officers subject to the direction of the head of the agency**
 - **Supervises the performance management activities of the agency development of the performance goals, specific plans, strategic plans, performance plans, and annual performance reports as required by law.**
 - **Advises the head of the agency**
 - Whether goals for approval by the head of the agency are sufficiently aggressive toward full achievement of the program purposes, and realistic in light of the authority and resources assigned to the specified agency personnel.
 - Means for measurement of progress toward achievement of the goals are sufficiently rigorous and accurate.



15

Executive Order 13450 – Improving Government Program Performance (November 2007)

- **Establishes the Performance Improvement Council consisting of the agency PIOs with the OMB Deputy Director for Management as Chair**
 - **Makes recommendations concerning**
 - Performance management policies and requirements
 - Criteria for evaluation of program performance
 - **Facilitates information exchange among agencies**
 - **Coordinates and monitors a continuous review of all Federal programs that assess the clarity of purpose, quality of strategic and performance planning and goals, management excellence, and results achieved for each agency's programs**
 - **Facilitates keeping the public informed using an Internet website to provide the public with information on agency performance**



16

Senior Executive Service Performance Appraisal System Certification

- **2003 Congressional Reform in the National Defense Authorization Act for FY 2004 authorizing a new performance-base pay system for Senior Executive Service employees**
 - Senior executives no longer receive annual across-the-board or locality pay adjustments.
 - Base pay adjustments for senior executives are now based on individual performance and contributions to agency performance through their unique skills, qualifications, competencies, and responsibilities.
 - Senior executive pay caps are higher for employees of agencies whose senior executive performance appraisal system is certified by the Office of Personnel Management with OMB concurrence.



17

Senior Executive Service Performance Appraisal System Certification Criteria

- **Criteria related to the setting of individual senior executive performance expectations.**
- **The appraisal system promotes alignment between individual performance expectations and furtherance of the agency mission.**



18

Senior Executive Service Performance Appraisal System Certification Criteria

- **Sets individual senior executive performance expectations**
 - **Driven by agency goals:** Reflect expected agency, organizational outcomes and outputs, performance targets, program objectives, milestones.
 - **Partners commit to achieve goals:** Identify specific programmatic crosscutting, external, and partnership-oriented goals or objectives, as applicable.
 - **Be stated in terms of observable, measurable, and/or demonstrable performance.**



19

Senior Executive Service Performance Appraisal System Certification Criteria

- **Each agency appraisal system**
 - **Provides for appropriate assessment of the agency's performance and communicates it to senior executives.**
 - **Overall agency performance is taken into account, as appropriate, in assessing individual performance.**
 - **Rating and pay differentiation:** Makes meaningful distinctions in performance ratings, pay adjustment, rates of pays, and awards.
 - **Completes Senior Executive Service Performance Appraisal Assessment Tool.**



20

Senior Executive Service Performance Appraisal System Certification – 2007 Results

- **44% of agency systems “fully certified”**
 - An agency that is fully certified can pay their Senior Executive Service employees a higher base and aggregate salary.
 - Agencies that are fully certified are able to demonstrate two consecutive years of data meeting all of the certification requirements and are certified for two years.

- **56% of agency systems “provisionally certified”**
 - An agency that is provisionally certified can also pay their Senior Executive Service employees a higher base and aggregate salary.
 - However, provisionally-certified agencies will need to submit an application to be certified this year.



Senior Executive Service Performance Appraisal Systems with Provisional Certification

Chemical Safety Board	National Endowment for the Arts
Department of Agriculture	National Labor Relations Board
Department of Energy	National Science Foundation
Department of Health & Human Services	National Transportation Safety Board
Department of Homeland Security	Nuclear Regulatory Commission
Department of Housing & Urban Development Development OIG	Office of Management and Budget
Department of the Interior	Office of National Drug Control Policy
Department of Justice	Office of Personnel Management
Department of State	Department of Veterans Affairs
Department of Veterans Affairs	Pension Benefit Guarantee Corp.
Equal Opportunity Commission	Small Business Administration
Federal Trade Commission	Surface Transportation Board
General Services Administration	U.S. Trade Representatives
Merit System Protection Board	U.S. Agency for International Development



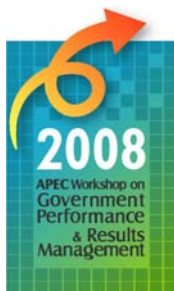


**Asia-Pacific
Economic Cooperation**

2008/EC/WGPRM/005
Agenda Item:003

Planning & Setting Objectives in Managing for Performance

Purpose: Information
Submitted by: Dr. John Halligan



**Workshop on Government Performance &
Results management**

**Taipei, Chinese Taipei
27-28 March 2008**

Author's Biography

Dr. John Halligan is the Research Professor of Government and Public Administration, School of Business and Government, University of Canberra, Australia.

His research interests are comparative public management and governance, specifically performance management, corporate governance, public sector reform, government institutions (e.g. parliaments), and political-bureaucratic relationships.

Professor Halligan has held academic appointments at the University of Melbourne and the Australian National University, and visiting positions at various institutions including Georgetown University (Washington DC), the Australian National University, the Catholic University of Leuven (Belgium) and the Victoria University of Wellington (New Zealand).

Professional activities include Deputy President, Institute of Public Administration Australia (ACT Division) of which he is a National Fellow. His consultancies include projects with international organizations: OECD, Commonwealth Secretariat, United Nations Development Program and World Bank; and with Australian government departments and state and local governments.

Recent books with colleagues are *Managing Performance: International Comparisons*, Routledge, London, 2007; *Parliament in the 21st Century*, Melbourne University Press, 2007; *Civil Service Systems in Anglo-American Countries*, Edward Elgar, 2003; and *Reforming Public and Corporate Governance: Management and the Market in Australia, Britain and Korea*, Edward Elgar, 2002. Overall, he has published 16 books and 130 chapters and articles.

Professor Halligan is currently completing a book on the Australian Centrelink Experiment with Reinventing Service Delivery (for the Australian National University Press), drafting studies on Corporate Governance in the Public Sector and Performance Management, and working on a comparative analysis of the long-term results of public sector reform in four Anglophone countries (Australia, Canada, New Zealand, and the United Kingdom).

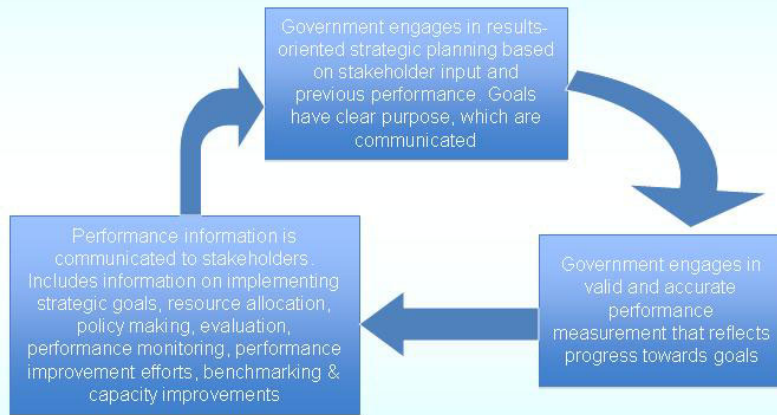
Planning & Setting Objectives in Managing for Performance

Dr. Peter D. Smith
University of Canberra

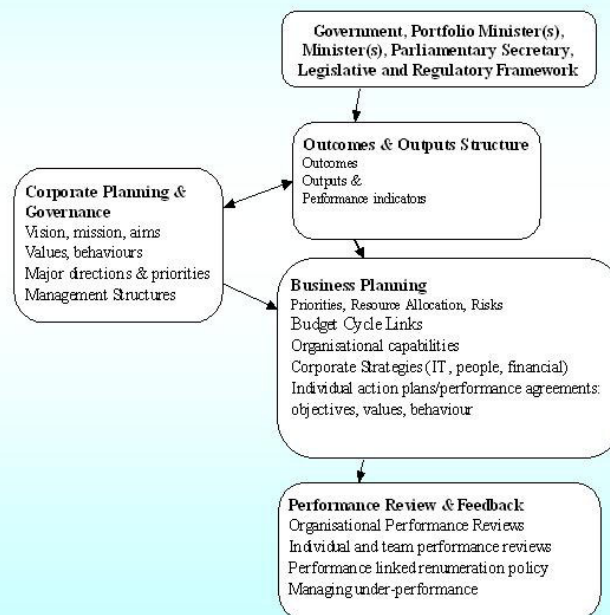
Purpose

- Good practice in planning & objective setting of government agencies
- Understanding managing for performance through comparing official models & practice

Integrated planning



Managing for performance framework



Agency planning

- Strategic framework & corporate planning
- Vision, mission, major directions & priorities
- Goals & strategies for implementation
- Management structures & capabilities

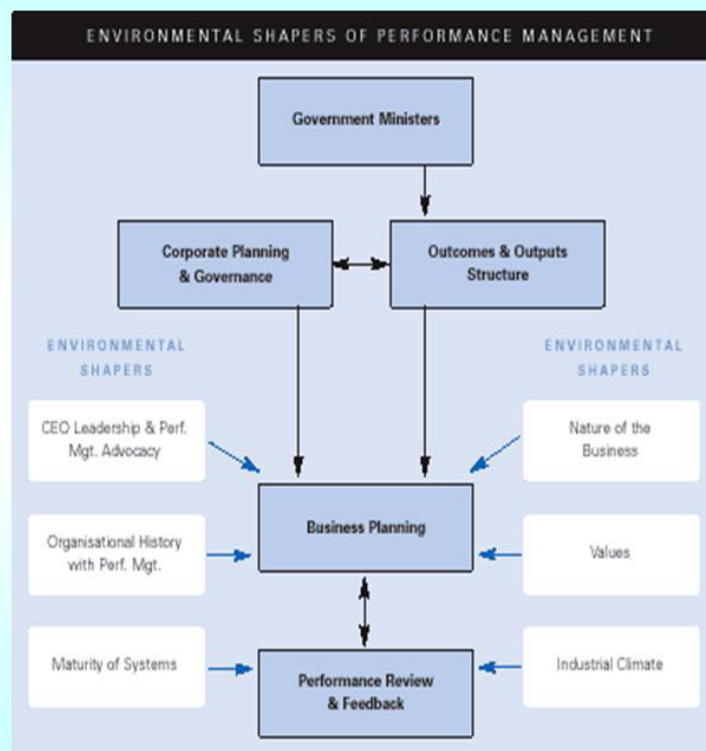
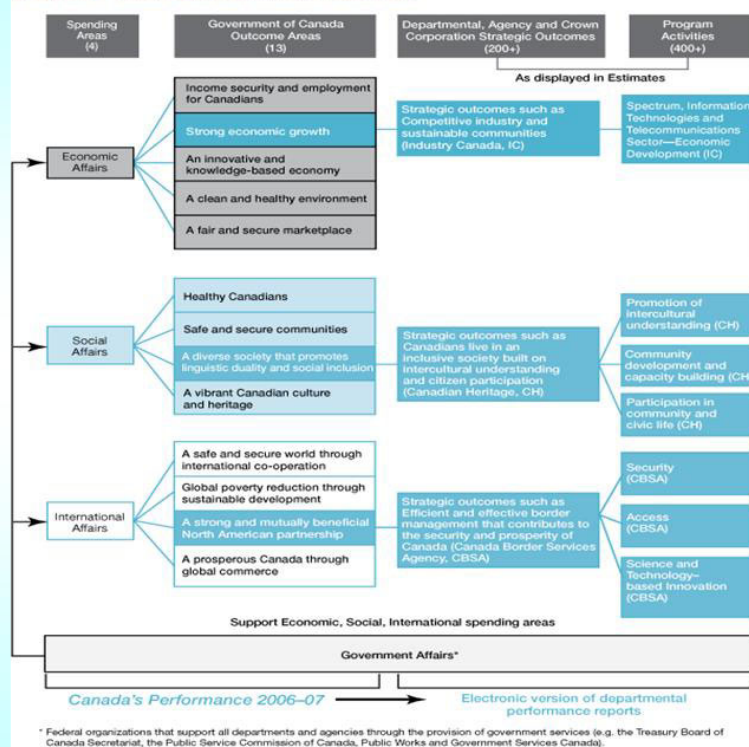


Figure 1.1—Whole-of-Government Framework



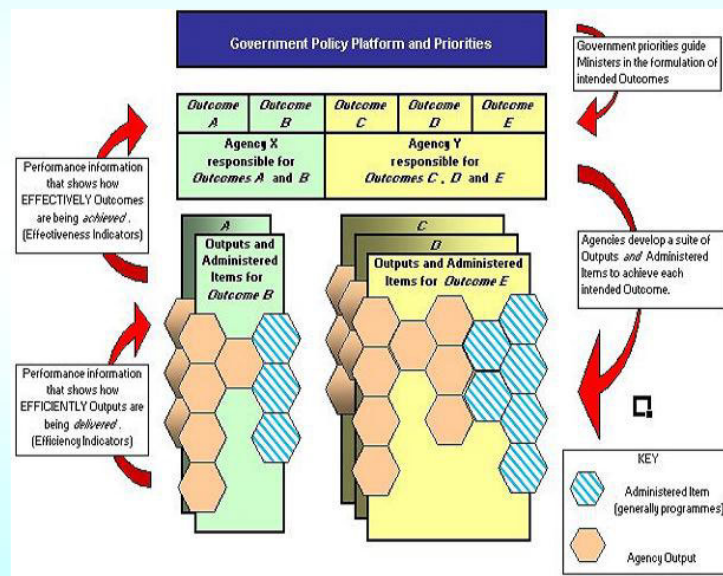
Focus on specific results or outcomes

- Planned outcomes are the *results* or community & environmental *effects & impacts* intended by government
- Functions of outcomes
 - Define expected impacts from agency activity (outputs)
 - Delineate parameters for agency outputs
 - Specify the purpose of budget appropriations
 - Provide the legislature & other external stakeholders with a statement of goals

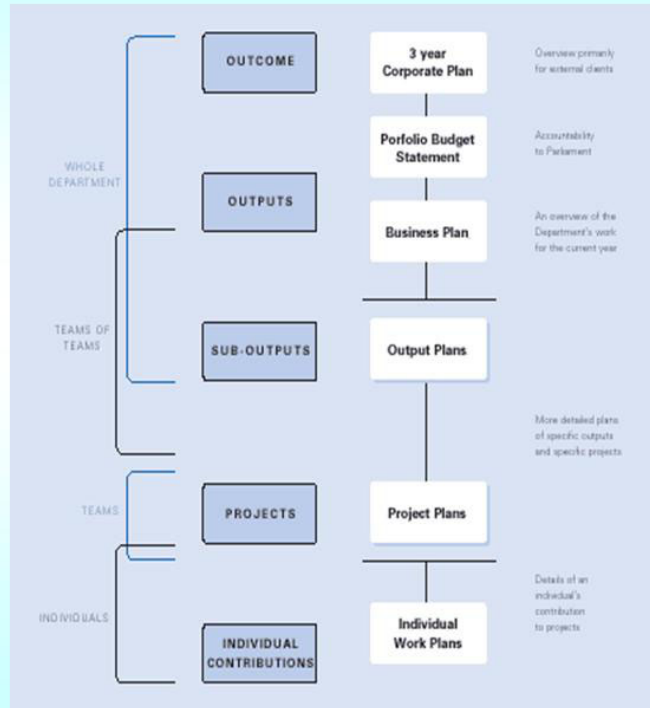
Outputs

- Goods and service produced by an agency
- Chosen because of intended contribution to specified outcomes
- Controlled and delivered through an agency or by contracts with third parties

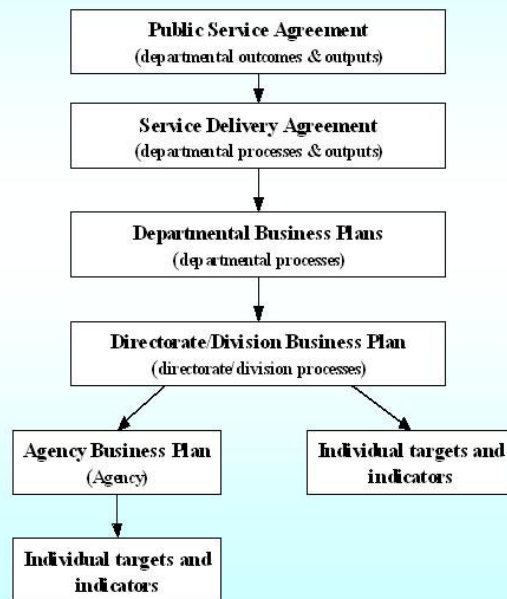
Outcomes & outputs framework in an agency context (Aust)



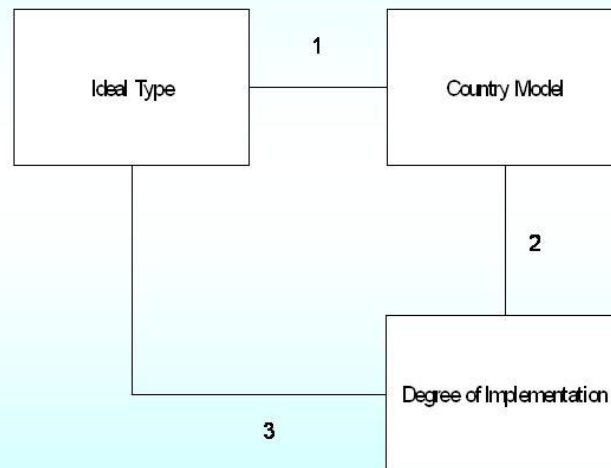
Agency performance management



Public service agreement cascade of documents (UK)



Comparing official models & practice Framework for *Managing Performance*



Management performance: ideal types & countries

	<i>Performance Administration</i>	<i>Managements of Performances</i>	<i>Performance Management</i>	<i>Performance Governance</i>
Measurement	Administrative data registration, objective, mostly input & process	Specialised performance measurement systems	Hierarchical performance measurement systems	Consolidated performance measurement system
Incorporation	Some	Within different systems for specific management functions	Systemically internal integration	Systemically internal and external integration
Using	Limited: reporting, internal, single loop	Disconnected	Coherent, comprehensive, consistent	Societal use
Country model	France, Germany	Netherlands, Sweden	Australia, UK, Canada, USA (New Zealand)	NA

Country variations & questions

- How well framework is working
- Level & quality of implementation
- Top-down & collaborative complexities in multi level governance
- Challenges of operating under divided government structure

Challenges

- Quality of performance information
- Specification of outcomes & outputs
- Disconnects
 - Outcomes & outputs
 - Internal management & performance information
- Extent of alignment and integration
- Agency variation

What makes for high performing systems

- Comprehensiveness
- Vertical integration
- Balancing top-down & bottom-up approaches
- Guidance for agency efforts
- Information processed through a central agency
- Political oversight and commitment

Management for performance - a turning point

- New interpretations and analysis
- Making it work better in practice
 - Modifying unrealistic expectations
 - Narrowing gap between official framework & practice
 - Responses - implementation and reviews in Australia, Canada, New Zealand & United Kingdom





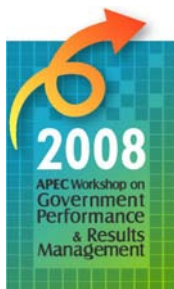
**Asia-Pacific
Economic Cooperation**

2008/EC/WGPRM/006

Agenda Item:003

**Economy Experience Sharing 3- Canada
Program and Management Performance: an Integrated
Canadian Approach**

Purpose: Information
Submitted by: Dr. Ivan Blake



**Workshop on Government Performance &
Results management**

**Taipei, Chinese Taipei
27-28 March 2008**

Author's Biography

Dr. Ivan Blake is the Executive Director of Management Accountability with the Treasury Board of Canada Secretariat. The Treasury Board is a committee of Cabinet and the management board of Government, and the Secretariat is its department. Ivan Blake's responsibilities are to oversee the annual assessment of management risks, capabilities and performance in all federal departments and agencies against a comprehensive framework of management standards, and to continuously refine both the framework and its application.

He joined the Public Service of Canada in 1992 on Executive Interchange and spent ten years with Environment Canada (five as its Director General of Corporate Management and Review) before joining the Treasury Board Secretariat as head of Comptrollership Modernization.

Before joining the Public Service Ivan Blake spent fifteen years as a history professor with universities in Nova Scotia, Alberta and British Columbia. He completed his undergraduate studies at Dalhousie University in Nova Scotia, and his Masters and Doctoral studies in the history of ideas at the University of Chicago. He is married, has two sons, and in his spare time writes for television and radio and is a certified sommelier.

Program and Management Performance: an Integrated Canadian Approach

APEC Workshop on Government Performance
and Results Management

Taipei - March 27-28 2008

Ivan Blake
Executive Director, Management Accountability
Treasury Board of Canada Secretariat

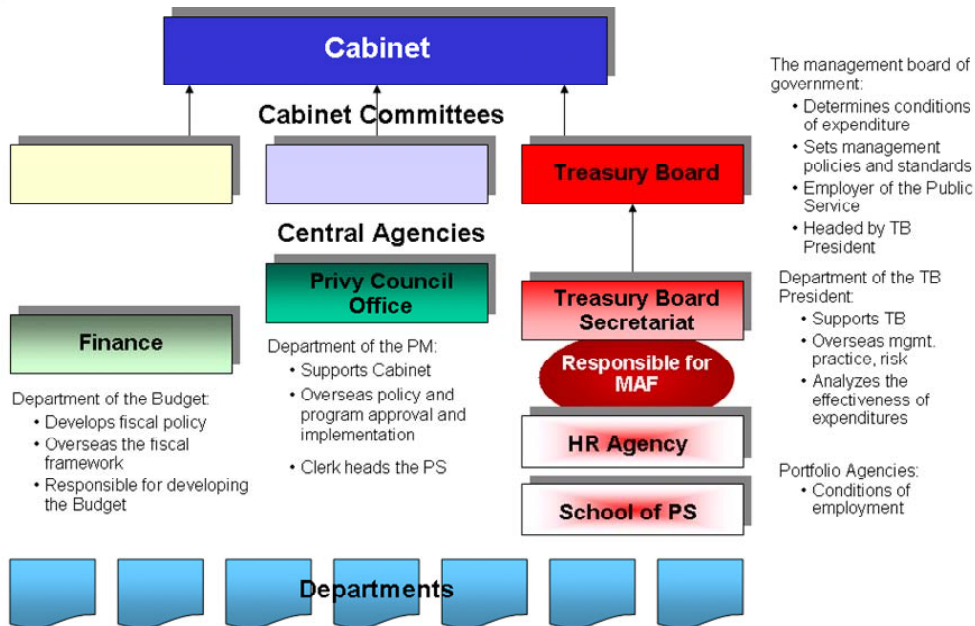
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Will suggest that government performance requires balanced attention to both program results and management capacity

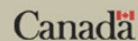
- The agenda of the Government of Canada is increasingly characterized by a focus on accountability and results within a coherent and integrated framework of management expectations.
- This presentation will focus on two initiatives to strengthen planning and objective setting and the efficient and effective delivery of results across the Public Service of Canada.
 - Renewal of the Expenditure Management System is aimed at ensuring government programs generate better results and greater value for money.
 - The Management Accountability Framework sets out clear management expectations for senior executives and is used to assess capacity and management performance government-wide.

Three central agencies share responsibility for supporting the Government of Canada in its planning and objective setting...

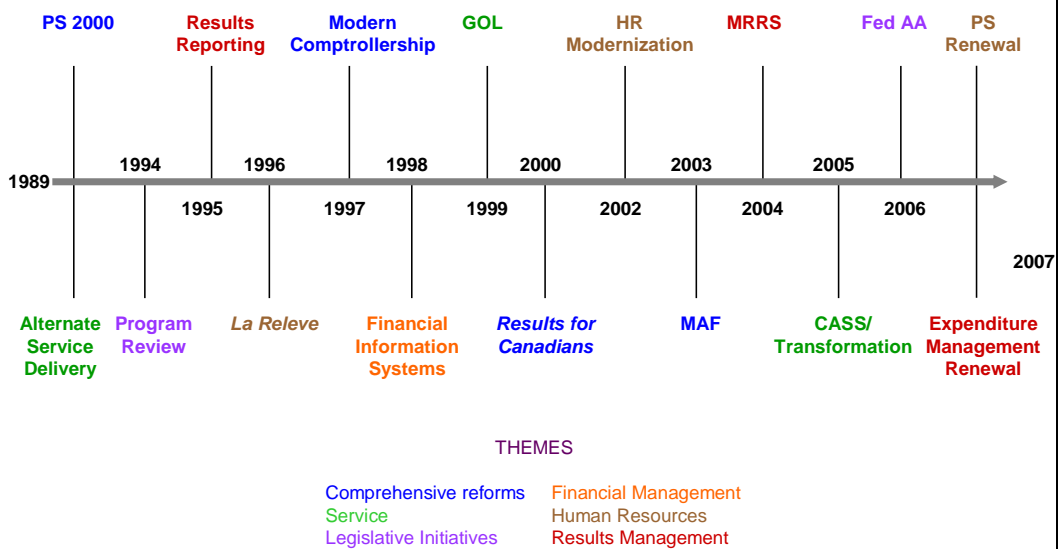


Treasury Board of Canada Secretariat

Secrétariat du Conseil du Trésor du Canada



Two decades of reform have significantly improved the program and management performance of the Public Service of Canada...



Treasury Board of Canada Secretariat

Secrétariat du Conseil du Trésor du Canada



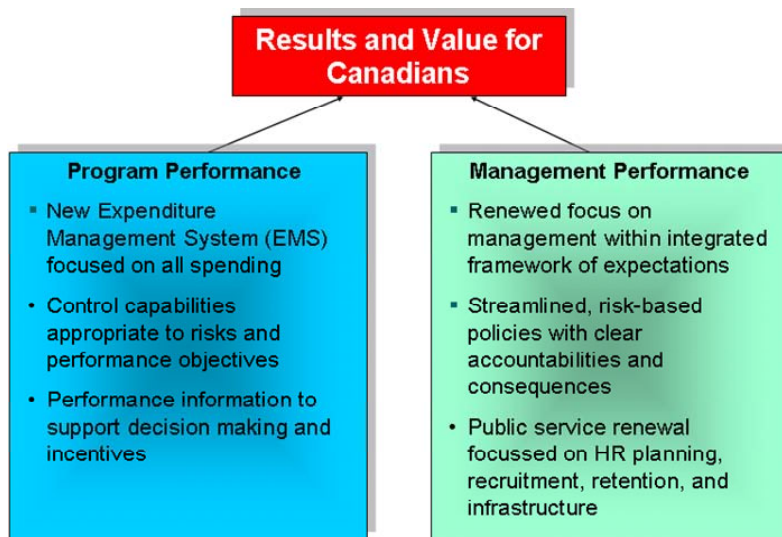


However weaknesses persisted in the planning and performance of government ...

- Expenditure management system focused on new spending
- Inadequate performance measures and performance incentives
- General dissatisfaction with Parliamentary reporting
- Insufficient attention to management across the public service
- Inconsistent control capabilities across government
- “Web of rules” and risk-averse culture
- Stove-piped planning functions
- Inadequate enterprise risk management
- Ad hoc and short-term Human Resource activities in spite of looming demographic challenges



There are two parts to the effort to strengthen the Government’s capacity to make more informed decisions based on performance ...



FIRST - make government-wide expenditure planning and decision-making more disciplined and performance-based ...

- Expenditure Management System is joint responsibility of Finance, Privy Council Office and Treasury Board Secretariat.
- Massive spending reductions in mid-90s have yielded a decade of surpluses.
- However, direct program spending has been rising steadily, and assessing effectiveness of ongoing program spending has been a challenge.
- In 2006, the Government announced renewal of Expenditure Management System based on 3 principles:
 - Programs should focus on results and value for money,
 - Programs must be consistent with federal responsibilities,
 - Programs that no longer serve purposes for which they were created should be eliminated.



Renewed Expenditure Management System has the following key features ...

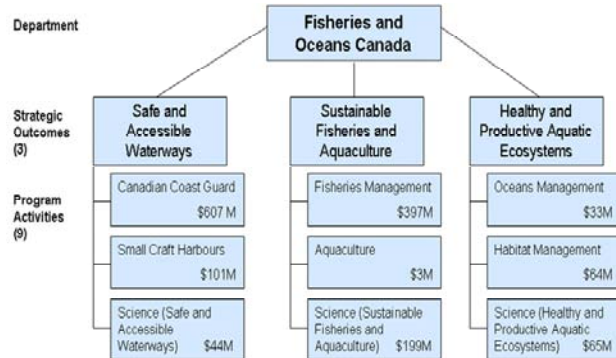
- Cabinet to examine all new spending proposals taking into account the funding and performance of existing programs.
- Departments expected to manage programs against planned results and formally evaluate programs.
- Treasury Board to lead a review of departments' program spending over a 4 year cycle to assess whether they are achieving intended results, are managed efficiently and are aligned with the government's priorities.
- Reviews to identify 5% of spending that can be freed for reallocation to higher priorities either internally or across the Public Service.

Reform has been made possible in part by one key policy, the *Management, Resources and Results Structure Policy or MRRS*

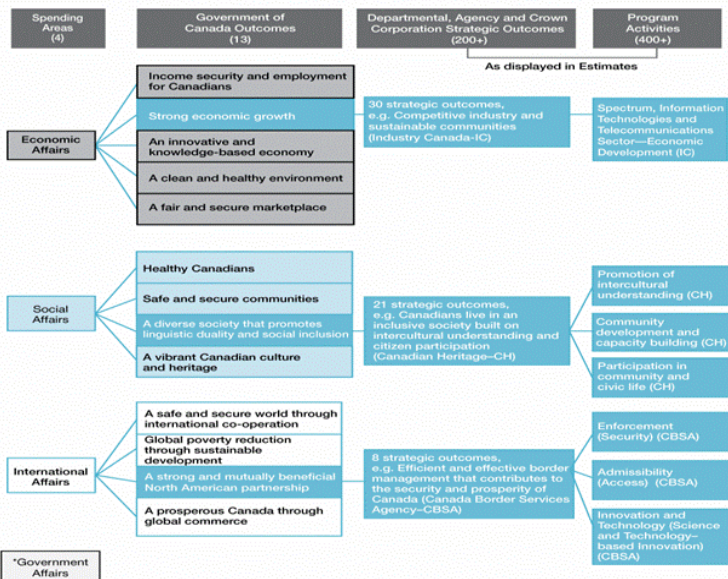


Management, Resources and Results Structure Policy requires that all departments and agencies ...

- Have a stable, Treasury Board-approved framework of strategic outcomes (Program Activity Architecture) encompassing all activities, sub-activities,
- To which all their spending is aligned,
- To which their governance structures are also aligned,
- And for which they have a robust performance measuring and monitoring system.
- All Parliamentary reporting and all submissions to Cabinet must be based on a department's approved Program Activity Architecture



All departmental outcomes must align to 13 Government-wide outcomes used to structure the Treasury Board Expenditure Management Information System (EMIS) ...



EMIS enables TBS to:

- align all spending to government-wide outcomes;
- track performance of all programs;
- identify related spending anywhere in government;
- report on government-wide performance.

Budget 2008 reflects the first results of the new system ...

- *“New EMS will ensure resources are aligned to priorities and will help control the overall growth of spending.”*

Budget 2008

- Strategic reviews of program effectiveness and opportunities for savings or reallocation in 17 departments and agencies began this Fall.
- Reviews identified \$199.3 million in savings in 2008-09 based on inadequate performance or diminished priority, ramping up to \$386.2 million in 2010-11.
- This represents about 3% of the amount reviewed in 2007.
- Departmental program evaluation units also being strengthened to improve the quality of program performance information.
- *“This is simply good management and is now the norm for how Government does business.”*

Budget 2008



SECOND - strengthen government-wide management capacity and performance ...

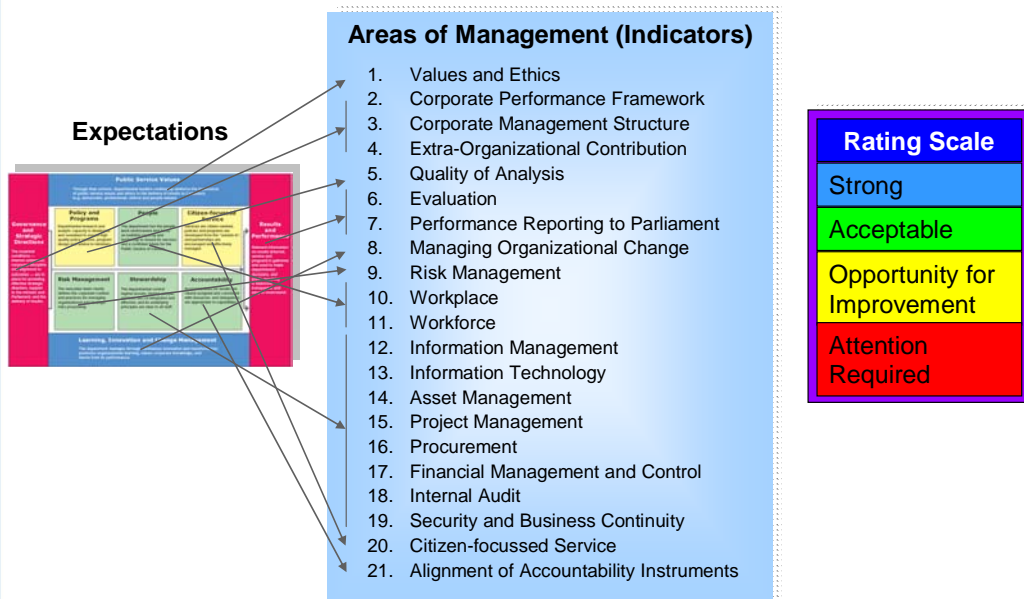
- Passage of *Federal Accountability Act* in December 2006 put even greater emphasis on accountability and transparency in government operations.
- In its management office role, Treasury Board Secretariat is promoting management excellence in several ways, by for example:
 - streamlining its policies and clarifying their consequences,
 - looking for ways to reduce the reporting burden it imposes and to risk-manage its transactions with departments.
- In turn the Treasury Board Secretariat expects the Deputy Minister (organization's most senior public servant) in each department to lead in creating conditions conducive to sustained management excellence.
- To clarify its expectations and summarize the conditions required for management excellence, Treasury Board Secretariat developed the Management Accountability Framework or MAF.



The Management Accountability Framework reinforces the importance of senior executive attention to management ...



Annually the Treasury Board Secretariat assesses 21 areas of management in all departments ...



The Secretariat gauges the 'maturity' of practice and capacity in each area of management ...

In most areas of management, focus is on growing capability and improved practice

Attention Required

- Little corporate attention
- Gathers little information regarding its conditions
- Little effort to understand vulnerability
- Little done about key issues

Opportunity for Improvement

- Aware of its deficiencies and taking steps to redress
- Plans/activities may be underway and accountabilities may be assigned
- Corporate engagement not yet sustained

Acceptable*

- Robust corporate engagement
- Sound management infrastructure in place
- Compliant with TB policies
- Demonstrated accountability

Strong

- Continuous learning and improvement to achieve highest standards
- Sets best practices
- Derives greatest value from its management
- Is a leader and an example to others

*represents TBP expectation/requirement of all organizations

In areas where new TBP policies are being introduced (e.g. audit, evaluation), focus is on progress towards full implementation

Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor du Canada 15 Canada

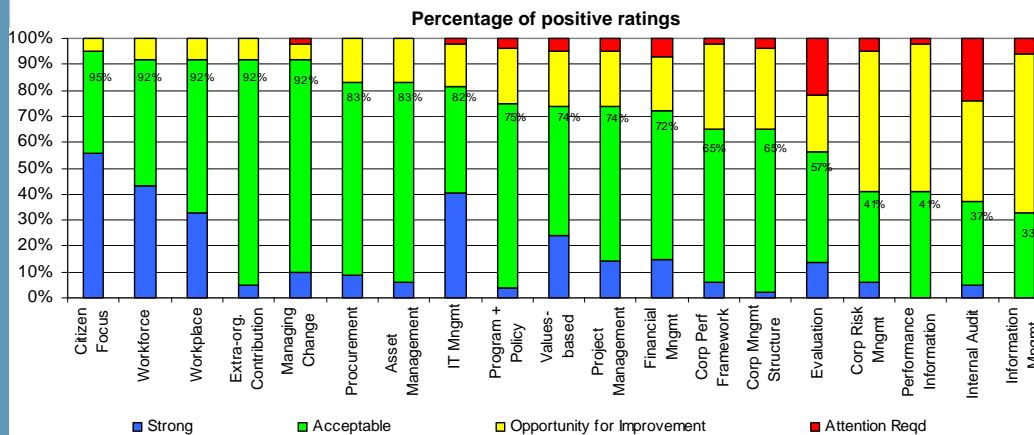
MAF has evolved into the Treasury Board Secretariat's key instrument for management oversight ...

- Began as "framework for a conversation" between the Treasury Board Secretary and his Deputy Minister colleagues.
- MAF assessments are now an established part of the annual departmental and government-wide planning and accountability cycle.
- The assessment process is iterative and automated, and information is managed in a comprehensive Treasury Board database.
- Assessments prepared by the Treasury Board Secretariat represent its 'opinion,' and findings are made public along with departmental responses.
- Assessments have a direct impact on Deputy Minister performance commitments and performance pay.
- Assessments are being used as input to resource allocation decisions and to risk-manage departmental business with Treasury Board.
- And MAF is becoming the template for Deputy Minister appearances before Parliamentary committees.

Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor du Canada 16 Canada

General findings from previous rounds were encouraging ...

- MAF is changing behaviour of departmental management as departments strive to improve their ratings.
- Results suggest movement in the right direction: e.g. no major deficiencies in management of procurement; and marked improvement over Round IV in project management, asset management, and IT management.



Findings also highlight continuing management challenges ...

Challenges vary by type of department, for example:

- Security departments have inadequate performance systems, and face workforce, financial and project management issues.
- Policy departments have ratings below Public Service norms in horizontal management and quality of analysis.

And certain enterprise-wide weaknesses are also apparent:

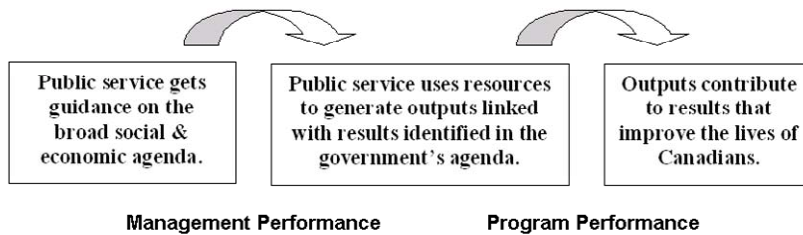
- Need for more integrated approaches to internal control linked to enterprise risk management.
- Continuing need to improve performance information systems and their linkages with financial systems.
- Need to strengthen the 'corporate core' in most departments, i.e. capacity to support the corporate executive with timely performance information, scanning, risk identification, financial analysis, assurance of control, etc.

Just as MRRS disciplines results planning, so MAF structures departmental and government-wide planning for management excellence.



In conclusion ...

- Almost as important as *what* governments achieve is *how* they do so.
- Strengthening government performance means planning and setting objectives for *both* programs and management.
- The Government of Canada employs its Expenditure Management System and MRRS policy to define and monitor the results that it seeks to achieve.
- And it uses its Management Accountability Framework to strengthen and sustain the capacity of its Public Service to actually deliver those results.



Canada



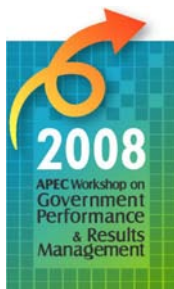
**Asia-Pacific
Economic Cooperation**

2008/EC/WGPRM/007

Agenda Item:004

**Economy Experience Sharing 4- Australia
Public Sector Performance Monitoring, Governance
and Australia's Productivity Commission**

Purpose: Information
Submitted by: Dr. Michael Kirby



**Workshop on Government Performance &
Results management**

**Taipei, Chinese Taipei
27-28 March 2008**

Author's Biography

Dr. Michael Kirby joined the Productivity Commission in May 2004 to manage the work program of its Melbourne office.

For six years prior to that he was Director of the Economic, Social and Environmental Group of the Victorian Department of Treasury and Finance where he had responsibility for macroeconomic and tax forecasting, fiscal strategy and analysis of a range of policy issues.

Previous career highlights include stockbroking research (resource equities and commodity markets), ABARE (commodity market analysis, international agricultural trade, macroeconomics and resource economics), the Australian National University (teaching and studying) and Commonwealth Treasury (monetary policy).

Dr. Kirby has a B.Ec (Hons) from Sydney University and M.Ec and PhD from the Australian National University.

Public Sector Performance Monitoring, Governance and Australia's Productivity Commission

Michael Kirby
First Assistant Commissioner
Productivity Commission
Australia

APEC EC Workshop on Government Performance and Results
Management, Taipei, 26-28 March 2008

PRODUCTIVITY
COMMISSION

1

Overview

- Australia's reform program
- The Productivity Commission
- Performance monitoring
 - *government service delivery*
 - *government trading enterprises (GTEs)*
 - *some governance issues*

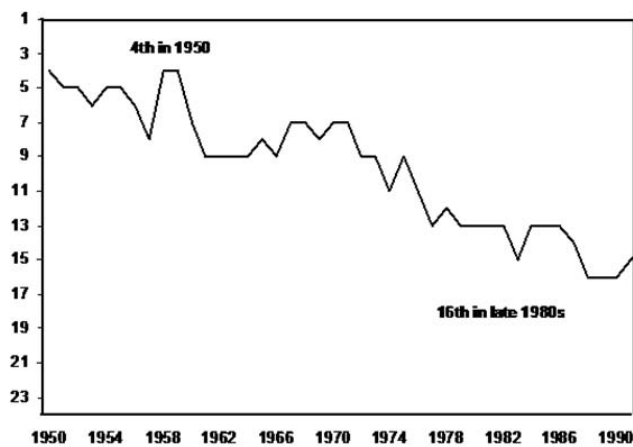
PRODUCTIVITY
COMMISSION

2

1. Australia's reform program

Fall of Australia's economic ranking

GDP per capita, world ranking

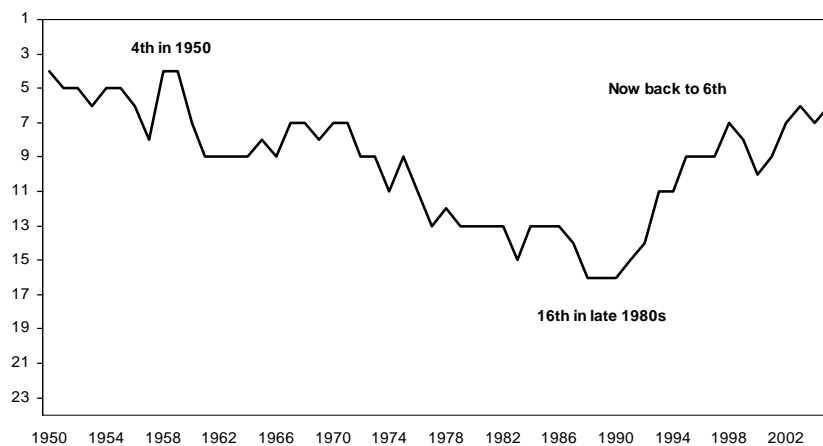


Scope of reform

- Trade liberalisation
- Macroeconomic policy
- Taxation reform
- Capital markets
- **Infrastructure**
- **Government services**
- National Competition Policy reforms
- Labour markets

Rise of Australia's economic ranking

GDP per capita, world ranking



2. The Productivity Commission

Some 'systemic' obstacles to reform

- Costs are concentrated, benefits widely spread
- Potential winners are poorly informed
- Bureaucratic structures are aligned with sectional interests
- Costs of reform are immediate, benefits take time
- Multiple jurisdictions complicate progress

About us

- **Productivity Commission**
 - *Australian Government's principal advisory body on microeconomic policy and regulation*
 - *located within the Treasury portfolio*
- **Role**
 - *to inform the policy debate and provide a basis for better policy decisions*

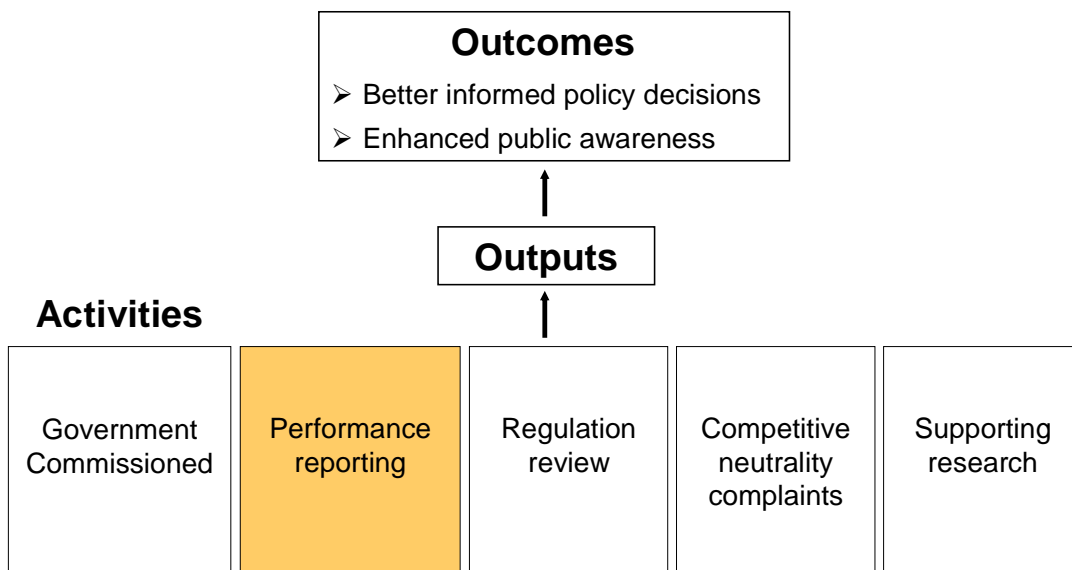
Three key 'design features'

- **Independent**
 - *own legislation*
 - *Commissioners are statutory appointees*
 - *'arm's length' from Government*
- **Transparent**
 - *open and public processes*
 - *analysis and advice exposed to public scrutiny*
 - *published outputs*
- **Community-wide perspective**
 - *proposals are intended to achieve higher living standards for the community as a whole*

How the Commission has assisted reform in Australia

- Impartial advice in the ‘national interest’
 - *‘honest broker’ on reform issues*
 - *ammunition for government in selling reform*
- Findings publicly scrutinized
 - *robust*
 - *opportunity to test stakeholder reactions*
- Greater community awareness of the costs of existing policies and benefits from reform

Our activities

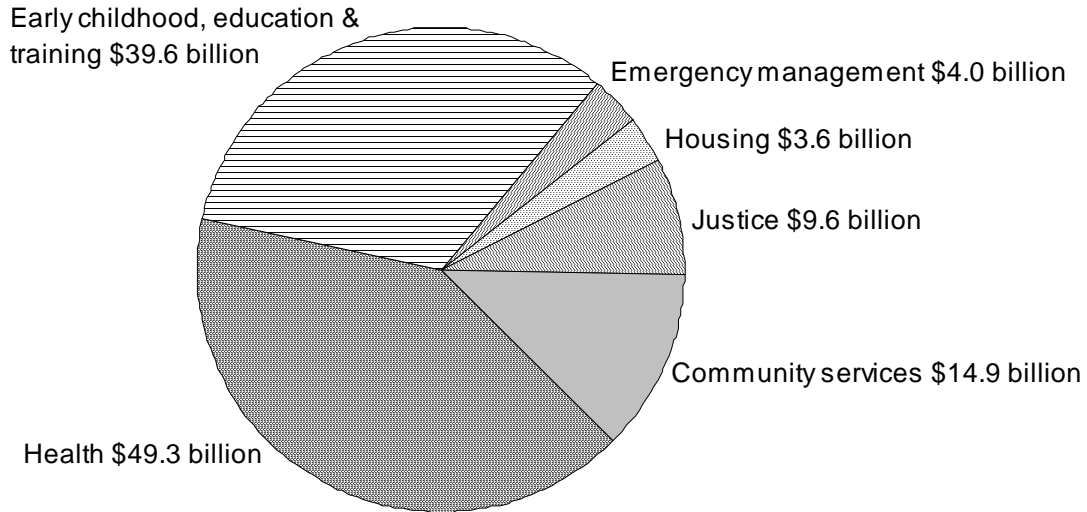


3. Performance monitoring

Performance reporting

- Report on Government Services
- Overcoming Indigenous Disadvantage
- Financial Performance of GTEs

Government services expenditure 2006-07



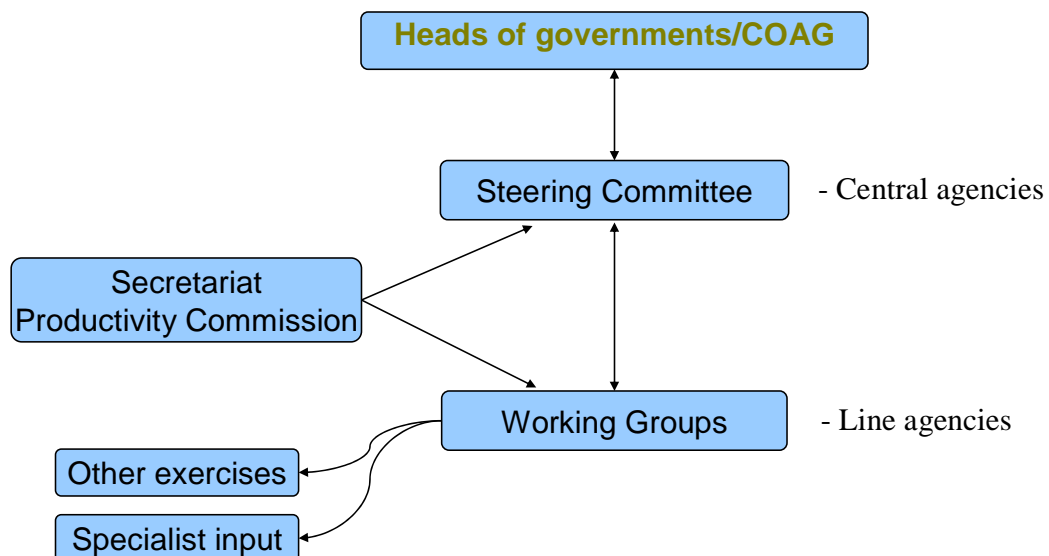
Measuring performance has social and economic benefits

- Many services lack well developed markets
 - *Measuring performance can drive improvement*
- Social services are vital to community wellbeing
 - *Particularly for 'special needs' groups*

What performance measurement can do

- Clarify service objectives & government responsibilities
- Provide indicators of performance
 - *Over time and across services and jurisdictions*
- Make performance more transparent
- Inform service users and the community
- Encourage ongoing performance improvement

Review structure



Report scope

Early childhood, education & training

- Children's services
- School education
- Vocational education and training

Justice

- Police
- Court administration
- Corrective services

Emergency management

Health

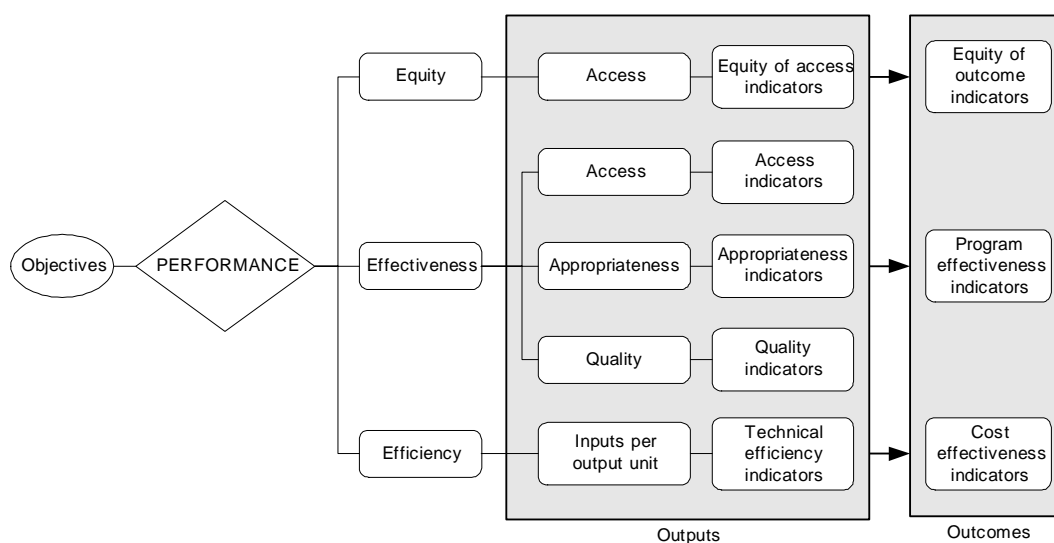
- Public hospitals
- Primary & community health
- Health management

Community Services

- Aged care
- Disability services
- Protection and support services

Housing

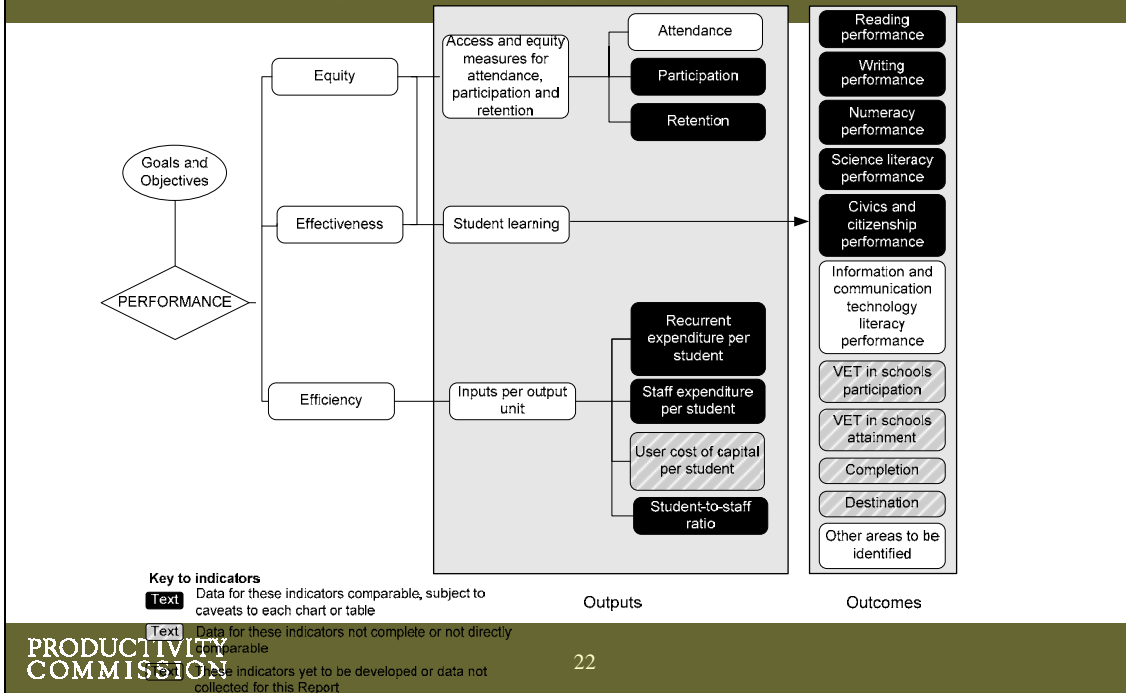
General performance indicator framework



Performance measurement : guiding principles

- A focus on outcomes
- Comprehensiveness
- Comparability
- Progressive data availability
- Timeliness
- Iterative improvement

Example - performance indicators for school education



GTE performance reporting: origins

- 1991 inter-governmental initiative
- Concern with the slow rate of government business reform
- Subsequent reforms included
 - *commercialisation, then corporatisation or privatisation*
 - *full cost recovery and other capital market disciplines*
 - *competitive neutrality and exposure to competition where possible*

GTE performance reporting: objectives

- Establish a nationally consistent system of performance monitoring
 - *To promote benchmark competition*
 - *To set national or international best practice benchmarks*
- Increase transparency and accountability for performance

GTE performance reporting: coverage

- Performance reported by business, by industry and for all GTEs
- Industries covered are electricity, forestry, port authorities, railways, water, urban transport
- 85 businesses reported (for 2005-06)
 - *assets valued at \$197 billion (3.3 per cent of non-household assets)*

GTE performance reporting: indicators

- Report indicators of financial performance
 - *profitability*
 - *financial management*
 - *payments to and from government*
- Five years generally reported each year
 - *2 years reported for 2005-06 after change to international reporting standards*
- Financial statement data used

2005-06 financial results

- Profitability generally low
 - *more than 50 per cent of GTEs not earning commercial rate of return*
- Profits improved at the sector level, but vary by GTE
 - *37 per cent of GTEs reported declining profits*
 - *11 GTEs (6 in the water sector) reported a loss*
- Debt to equity ratios increased in all sectors except urban transport
- Payments to government increased
 - *dividend payments \$5.6 billion*
 - *tax-equivalent payments \$3.3 billion*

Research

- Economic rates of return, asset valuation and community service obligations
- External governance
 - *relationship and interactions between minister and independent boards*
- Capital structures and equity withdrawals

What is external governance?

- External governance
 - *the authority and systems utilised by ministers and government agencies for the control and supervision of public organisations (OECD 2002)*
- Internal governance
 - *the systems of direction and control within an organisation*
 - covers matters that are the responsibility of the governing body, usually a board, and senior management of an organisation

The way forward: What is required?

- Priorities are:
 - *clearly delineating responsibilities for external and internal governance*
 - *exposing external governance to greater scrutiny*
 - *providing for the appointment of independent directors*
 - *rigorous reporting of outcomes*

The way forward: Integrity of the GTE model is important

- Maintaining commercial focus is critical to efficiency
 - *hence, fully funding CSOs by government*
- Strictly maintaining capital market disciplines
 - *fully recovering costs including the opportunity cost of capital*
 - *making dividend, debt guarantee payments and tax-equivalent payments*

The way forward: Government commitment is required

- If governments are not prepared to reform, the efficacy of the GTE model is compromised
- Other models, such as privatisation, could be more effective and efficient
 - *public interest and core non-financial objectives must be clarified to make a sound assessment*

Website

Our publications can be accessed at:

www.pc.gov.au



**Asia-Pacific
Economic Cooperation**

2008/EC/WGPRM/008
Agenda Item:004

Economy Experience Sharing 5- Singapore Performance Management in Singapore's Public Sector

Purpose: Information
Submitted by: William Yap



**Workshop on Government Performance &
Results management**

**Taipei, Chinese Taipei
27-28 March 2008**

Author's Biography

William Yap is the Director of Performance & Organization Directorate at the Ministry of Finance, Singapore.

William was trained in Electrical & Electronic Engineering and graduated from Imperial College, London in 1997. He recently obtained his Masters of Science Degree in Public Policy & Administration from the London School of Economics and Political Science, and was awarded the Peter Self Prize.

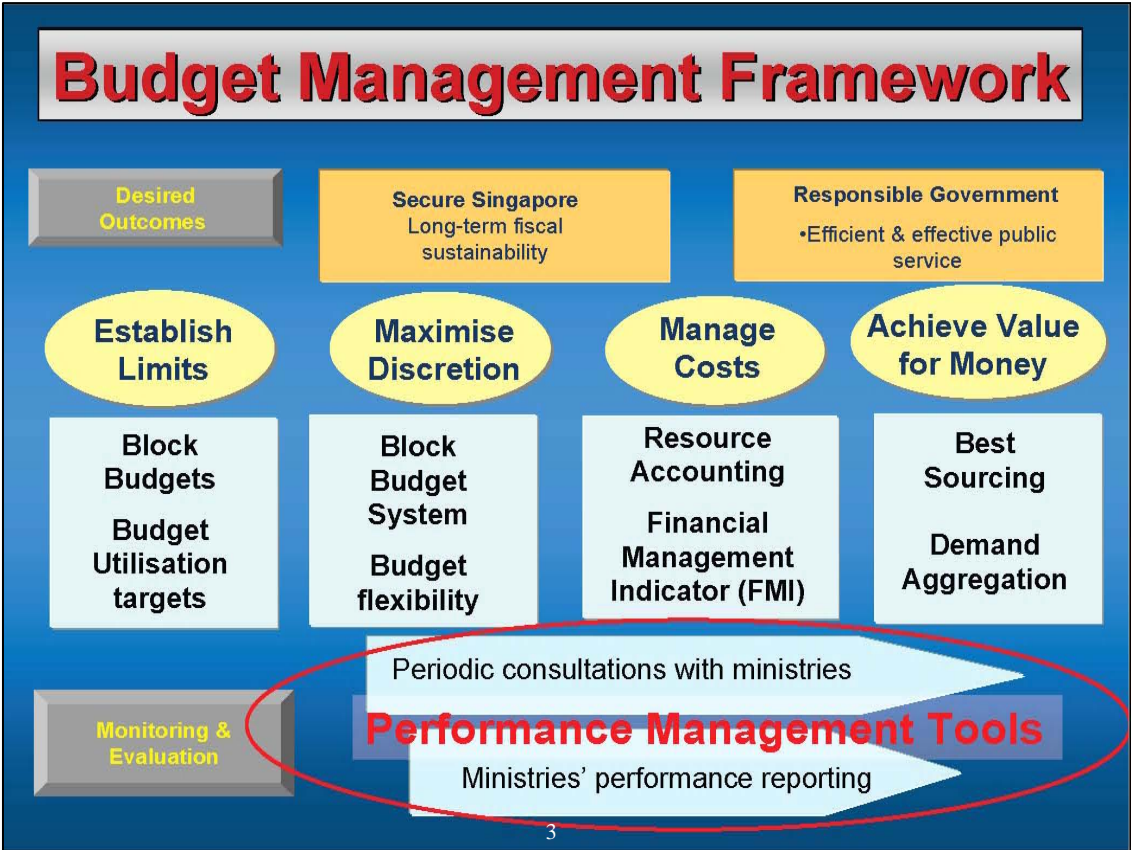
William's first posting was at the Ministry of Trade & Industry as Assistant Director (International Business Development). He then served in the Public Service Division, Prime Minister's Office in which he oversaw the development of personnel policy for the Singapore Civil Service. He was subsequently transferred to the Ministry of Community, Youth and Sports (MCYS) as the Deputy Director overseeing the development of community relations and the voluntary sector, before taking on directorship in Community Relations and Engagement Division in 2005. He was posted to the Ministry of Finance in September 2007 following his post-graduate studies. In his current position in the Ministry of Finance, he is primarily responsible for the formulation of policies on public sector procurement as well as public sector governance.



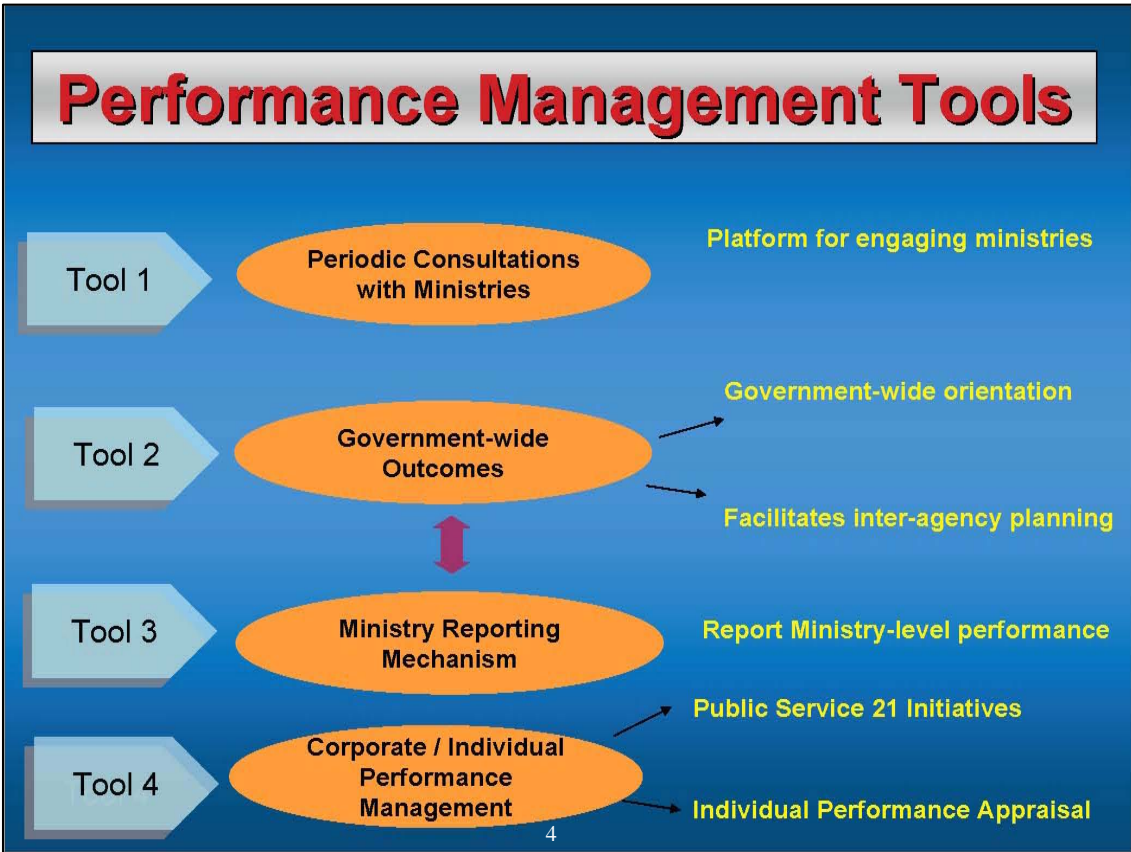
Why Manage Performance?

- **Budgeting framework:**
 - Ministries' block budgets to manage bulk of programmes
 - Bid for additional resources for special projects or initiatives
- **But Ministries have more ideas than available resources**
 - Need to ensure that resources are well-allocated and well-spent
 - Ministries' autonomy
- **Use of performance management**
 - Self-evaluation tool for Ministries: measuring performance against targets
 - Accountability across government
 - Budgeting at government-wide level: tying Ministries' performance to allocated budgets

2



3



4

Ministry Reporting

- What is it?
- Performance Reporting by Ministries
 - Quantitative and qualitative management tool

Quantitative

Budget Utilisation Trends

Revenue & Expenditure Trends

Trend in Key Performance Indicators

Qualitative

Engage Ministries in strategic conversations on how well they are achieving their desired outcomes

Adjustments to key performance indicators to better capture performance

5

Guiding Principles for KPI-setting

Principle 1

Review Key Performance Indicators (KPIs) annually to ensure relevance

Example

Singapore already has one of the world's lowest infant and maternal mortality rates. Although we monitor these indicators internally to ensure that our standing does not deteriorate, these are not useful indicators to drive further improvements in our healthcare system.

Principle 2

Keep KPIs to a critical few to preserve clarity and focus

Principle 3

Set longer-term targets so as to prompt ministries to think ahead and *be in time for the future*

Principle 4

Analyse KPI performances over a period of 3 to 5 yrs to determine broader trends e.g. trends in unemployment

6

Challenges in Measuring Outcomes

Challenge 1

Difficult to design Key Performance Indicators (KPIs) that measure policy outcomes accurately; most typically measure inputs or outputs

Challenge 2

Block budgets weaken the link between performance and budget allocation

Challenge 3

Tying budgets to performance indicators may not always be optimal; KPIs need to be carefully interpreted

7

Future Steps

- **Deepen** engagement with Ministries on performance issues
- **Widen** exposure of senior public officers to government-wide perspectives
- **Simplify** reports to make it 'user-friendly'



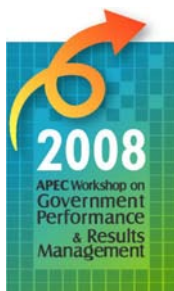


**Asia-Pacific
Economic Cooperation**

2008/EC/WGPRM/009
Agenda Item:005

Demonstration on the Use of ICT in Public Sector Governance (Chinese Taipei GPMnet Report)

Purpose: Information
Submitted by: Chung-Ing Shih



**Workshop on Government Performance &
Results management**

**Taipei, Chinese Taipei
27-28 March 2008**

Author's Biography

Chung-Ing Shih is the Director of Department of Supervision and Evaluation, RDEC under the Cabinet. Chung-Ing Shih has responsibility for facilitating the program evaluations and organizational performance evaluations in the ministerial level agencies of Chinese Taipei. Since 2005, his department has been also responsible to introduce risk management into public sectors with a systematic approach. Chung-Ing brings extensive experiences of civil service and management to this position.

Prior to his current appointment, Chung-Ing was the Deputy Director of Preparatory Office of the National Archives Administration and Director of Information Management Department in RDEC. He holds a Master of Arts in Public Policy and Administration from the University of Wisconsin at Madison, U.S.A..



Session 4: Demonstration on the Use of ICT in Public Sector Governance

Innovative Approach for Performance Management : Government Plan/Program Management Network (GPMnet) in Chinese Taipei

Chung-Ing Shih
Director, Department of Supervision and Evaluation
Research, Development and Evaluation Commission
March 28, 2008

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 Research, Development and Evaluation Commission



Outline

- 1. The Establishment of GPMnet**
- 2. GPMnet for Ministry Overall Strategic Plan Management**
- 3. GPMnet for Ministry Program Management**
- 4. GPMnet for Decision Support**
- 5. Experience Sharing**

2

 Research, Development and Evaluation Commission



1.1 Performance Management Scheme

□ Organization Level

- Ministry 4-Year Overall Strategic Plan
- Ministry Annual Overall Strategic Plan
- Ministry Annual Performance Evaluation & Report

□ Program Level

- Individual Medium and Long-Term Program
- Preliminary Review of Annual Program
- Annual Program Implementation
- Implementation Monitoring
- Annual Program Performance Evaluation



1.2 Problems Encountered Before Year 2005

- Many Cabinet overseeing organizations
- Scattered Information
- Highly time-consuming process
- Limited involvement of organization leaders
- Less performance information disclosure



1.3 Solutions

- Using ICT (via Government Service Network) to build up a single portal for plan/program management network
- Integrating scattered information systems into a new knowledge management system for decision-making and plan/program monitoring
- All overseeing organizations and ministries use the same network and share information online



2. GPMnet for Ministry Strategic Plan Management

- Setting/reviewing strategic plan (strategic goals, performance indicators, evaluation measures, performance targets)
- Allocating total budget required
- Conducting the preliminary and final evaluations



2.1 4-Year Strategic Plan

Submit for Review by Ministries

Plan's Contents Outline

策略績效目標	衡量指標	權數	評估體制	評估方式	指標類型	衡量標準	單項審查意見	單位	年度績效目標值						
									94	95	96	97			
改善院區交通及改造展示空間	5	1	民意調查	其他指標	滿意度(以本院遊客為調查對象)	貴院以參觀遊客多,院區交通設備反應不足,調降96及97年度目標值調整為75%(96年原訂為	權數	5%	5%	5%	5%	60	70	86	90
故宮南部院區	5	1	統計數據	服務效能	執行進度(以年報指標案件次數之達成率評量)(100%)	執行進度(以年報指標案件次數之達成率評量)(100%)	權數	5%	5%	5%	5%	2	2	1	1
增加展覽內容、場次與多元性	5	1	民意調查	行政效率	滿意度(以本院遊客為調查對象)	滿意度(以本院遊客為調查對象)	權數	5%	5%	5%	5%	70	80	85	90
增加參觀人數	5	1	統計數據	行政效率	參觀人數/年	參觀人數/年	權數	5%	5%	5%	5%	220	240	270	280
提升專業研究水準	2	1	統計數據	行政效率	對外發表之研究報告件數	對外發表之研究報告件數	權數	2%	2%	2%	2%	47	83	83	83
舉辦學術研討會、文物研習會及專題展覽	2	1	統計數據	服務效能	次數/年	次數/年	權數	2%	2%	2%	2%	60	65	155	155

Strategic Performance Goals

Performance Indicators

Performance Targets of Each Year

7



2.2 Cabinet Review and Approval

Performance Indicators

Reviewing Comment for Each Indicator

Comprehensive Reviewing Comments

Strategic Performance Goals

策略績效目標	衡量指標	權數	評估體制	評估方式	指標類型	衡量標準	單項審查意見	單位	年度績效目標值				備註		
									94	95	96	97			
改善院區交通及改造展示空間	5	1	民意調查	其他指標	滿意度(以本院遊客為調查對象)	貴院以參觀遊客多,院區交通設備反應不足,調降96及97年度目標值調整為75%(96年原訂為	權數	5%	5%	5%	5%	60	70	86	90
故宮南部院區	5	1	統計數據	服務效能	執行進度(以年報指標案件次數之達成率評量)(100%)	執行進度(以年報指標案件次數之達成率評量)(100%)	權數	5%	5%	5%	5%	2	2	1	1
增加展覽內容、場次與多元性	5	1	民意調查	行政效率	滿意度(以本院遊客為調查對象)	滿意度(以本院遊客為調查對象)	權數	5%	5%	5%	5%	70	80	85	90
提升專業研究水準	2	1	統計數據	行政效率	對外發表之研究報告件數	對外發表之研究報告件數	權數	2%	2%	2%	2%	47	83	83	83
舉辦學術研討會、文物研習會及專題展覽	2	1	統計數據	服務效能	次數/年	次數/年	權數	2%	2%	2%	2%	60	65	155	155

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2.3 Budget Allocation

策略績效目標計畫名稱	以前年度已列預算數	94年度	95年度	96年度	97年度	98年度以後經費需求	94至97年度合計	總計	計畫性質	
									公共建設	科技發展
Strategic Performance Goals: Transformation of artifact exhibition space										
Program Under the Strategic Plan : Improvement of exhibition space										
Budget Required										
改善院區交通及改造展示空間	148803	53028	201200	201200	431200	0	896628	1035431	V	



2.3.1 Annual Overall Strategic Plan Revision

行政統籌	衡量指標	原定目標值	績效衡量暨達成情形分析
<ul style="list-style-type: none"> * 行政院年度施政方針 · 整體意見 · 前言 (E1) 壹、年度施政目標 (E2) 貳、衡量指標 (E3) 參、年度重要計畫 (E4) 肆、以前年度實施狀況及成果概述 · 前年度施政績效及達成情形分析 (E5) · 上年度已過期施政績效及達成情形分析 (E6) 伍、年度預算資料 (E7) 	改善院區交通及改造展示空間	70	Analysis of Performance Measures and Implementation Results 一、本院正廳空間改善工程，第一階段已於本(95)年5月中旬告一段落，全新的門廳與東側陳列室及原博物館日正式登場。全部工程將於96年2月完成，屆時故宮將會呈現一個嶄新的面貌。二、增置展示空間美化 (一)增設一樓、地下一樓服務台，以提昇觀眾服務品質。(二)展覽形象營造及標示系統建立「妙著生花」布旗、展廳、入口識別系統、藝術牆等設計與製作，創造展覽的總體意象。(三)「花入口處設置花藝裝置藝術，以達美化及親和效果。(四)擴大公共門廳及戶外平台，整合休憩、販售需求，輔以挑高採光的中庭設計，提供寬闊、舒適的活動空間。三、周邊環境改善 (一)正廳前設地下爭道的狀況。(二)種植喬木以遮擋車流，維持正面景觀之莊嚴性。四、規劃教育推廣空間，配合西陞館對外開放：(一)多媒體放映室：播放3D動畫教育推廣影片，使參觀民眾藉此認識故宮豐富的展覽大廳；以多媒體方式介紹院史、院藏文物藝術史，並提供東西文化對照年表、展廳樓層導引、前的最佳導覽。(三)多媒體兒童學習區：以多媒體劇場、多媒體影片、互動展示等方式，介紹故宮觀禮儀，引領兒童親近故宮、進入文物的世界。五、本院95年度觀眾滿意度調查結果：(一)行走於院區方面，有73.2%受訪民眾肯定院內人行安全，21.8%感覺尚可，3.1%抱怨道路不安全，另有1.8%無異議。空間方面和去年的調查相較，本院陳列室展示方式的滿意度成長了14.1個百分點，好評由去年的56.7%至70.3%，評價普通及不滿意的比率則較去年減少4.0及1.7個百分點，顯示一年來本院在改善陳列室方面獲得觀眾的肯定。 一、95.05.12工程會工程新字第09900176790號函送「南部院區新建工程委託專案管理服務」採購申請

In the first month of a fiscal year, Ministry may revise strategic plan



2.4 Strategic Plan Performance Evaluation Process



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2.5 Annual Performance Results of NPM

Evaluated Comments by the Cabinet (Overseeing organizations)

績效目標	衡量指標	初核結果	複核結果	評核意見
1. 文物展陳與空間改造	(1)改善院區交通及改造展示空間	★	▲	文物展陳與空間改造方面:增加展覽內容、場次與多元化方面,文物展陳觀眾滿意度達90%,達成情形良好;改善院區交通及改造展示空間方面,院區交通部分僅降低入口車道,入口氛圍仍待加強提升,另入口大廳空間較大,其設計缺乏國家博物館之空間品質,展示區空間仍相對狹小,待整體規劃改善;故宮南部院區等建計畫方面,因專案管理顧問公司解約、國際建築顧問付款繁瑣及工項調整、園區初整地工程遲未發包等因素,執行進度大幅落後,建議適度增派辦理本計畫之專責人力,增加速相關標案之發包作業及有效進行管控;在增加參觀人數方面,因正館擴建工程延期完工、展覽未能如期推出,未達成原訂目標值,建議加速整備展陳空間,並促使民眾瞭解故宮之價值為出發加強行銷。
	(2)故宮南部院區	□	●	
	(3)增加展覽內容、場次與多元	★	★	
2. 學術研究與學術交流	(1)提升專業研究水準	★	★	學術研究與學術交流方面:提升專業研究水準、舉辦學術研討會方面,均達成原訂目標值。其中,具有實務參考價值之研究成果,建議儘速研議落實至實務,另有關國際研討會、學術演講等知識產出,應加強知識管理,俾利知識之保存、管理及擴散。
	(2)舉辦學術研討會	★	★	
3. 落實博物館教育推廣	(1)改善導覽系統(導覽人員定時導覽、學生及團體參觀教學、語音導覽等)	★	▲	落實博物館教育推廣方面:改善導覽系統、推廣博物館教育、文化教育效益及舉辦教育推廣活動等方面均已達成原訂目標值,惟95年度導覽系統目標值,挑戰性明顯不足,建議適度提升目標值;各項以民眾為對象之專題演講,宜力求與生活結合,避免過度學術化,俾吸引一般大眾之關心與參與。
	(2)推廣博物館教育(種子教師培訓及各項研習會)	★	★	
	(3)文化教育效益	★	★	
	(4)舉辦教育推廣活動	★	★	

Final Results

Research, Development and Evaluation Commission

12

RD EC 3. GPMnet for Ministry Program Management

- ❑ Submitting all programs by the Ministry
- ❑ Monitoring Implementation Progress
- ❑ On-site Inspection and Follow-up
- ❑ Preliminary or Final Performance Evaluation
- ❑ Publishing Annual Reports

RD EC 3.1 Comprehensive Compilation of COA Programs

已調整內容	公告	填寫完畢	社發	發展休閒農業計畫	行政院農業委員會	輔導處	部會管制	94/1/1-97/1/2/31	編輯 變更 審查 歷程
公告	填寫完畢	社發	活化鄉村社區組織計畫	行政院農業委員會	輔導處	部會管制	96/1/1-96/1/2/31	編輯 變更 審查 歷程	
已撤銷管制	主管研考審查中	填寫完畢	社發	農業勞動力調整與訓練計畫	行政院農業委員會	輔導處	部會管制	96/1/1-	編輯 變更 審查 歷程
已調整內容	公告	填寫完畢	社發	農漁民第二專長訓練	行政院農業委員會	輔導處	部會管制	96/1/1-	編輯 變更 審查 歷程
公告	填寫完畢	社發	農業天然災害救助	行政院農業委員會	輔導處	部會管制	96/1/1-	編輯 變更 審查 歷程	
公告	填寫完畢	社發	加強國際農業合作	行政院農業委員會	國際處	部會管制	95/1/1-97/1/2/31	編輯 變更 審查 歷程	
公告	填寫完畢	社發	加強農產品全球佈局行銷計畫	行政院農業委員會	國際處	部會管制	96/1/1-98/1/2/31	編輯 變更 審查 歷程	
公告	填寫完畢	社發	補助農民機交農田水利會費	行政院農業委員會	農田水利處	部會管制	96/1/1-96/1/2/31	編輯 變更 審查 歷程	
公告	填寫完畢	社發	漁船用油優惠	行政院農業委員會漁業署	漁政組	部會管制	96/1/1-96/1/2/31	編輯 變更 審查 歷程	
已調整內容	公告	填寫完畢	社發	調整漁業產業結構強化管理機制計畫	行政院農業委員會漁業署	漁業設施及養殖組	部會管制	96/1/1-96/1/2/31	編輯 變更 審查 歷程
已調整內容	公告	填寫完畢	社發	建構動物防疫及畜產品安全衛生預警體系計畫	行政院農業委員會動植物防疫檢疫局	動物防疫組	部會管制	96/1/1-98/1/2/31	編輯 變更 審查 歷程
公告	填寫完畢	社發	強化植物有害生物防範措施	行政院農業委員會動植物防疫檢疫局	植物防疫組	部會管制	96/1/1-98/1/2/31	編輯 變更 審查 歷程	
已調整內容	公告	填寫完畢	社發	加強植物檢疫	行政院農業委員會動植物防疫檢疫局	植物檢疫組	部會管制	96/1/1-96/1/2/31	編輯 變更 審查 歷程
申請調整內容	公告	填寫完畢	社發	林業	務局	森林企劃組	部會管制	96/1/1-96/1/2/31	編輯 變更 審查 歷程

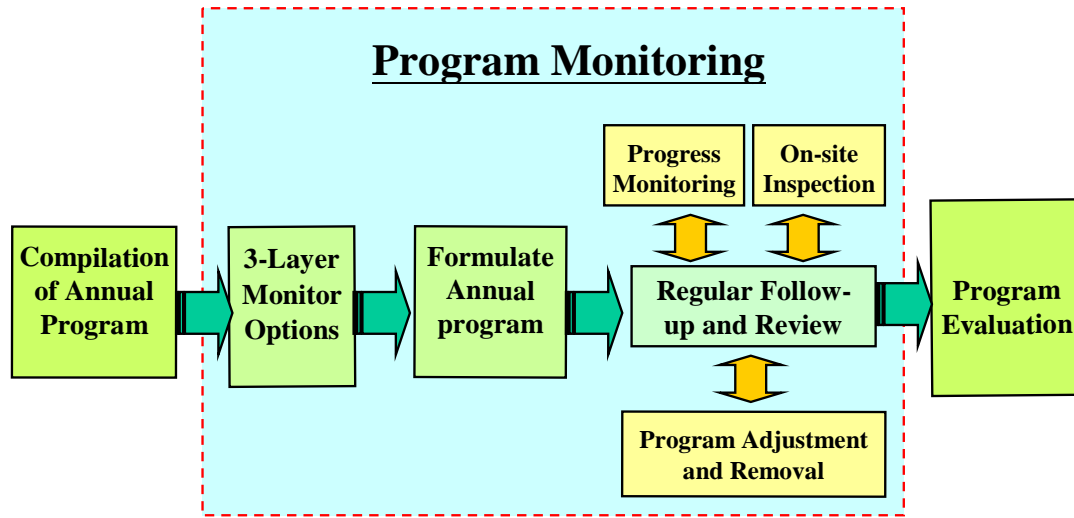
Program Name: Strengthening International Marketing of Agricultural Products

List of COA Programs

115 Items in 2008



3.2 Program Monitoring System



3.2 Program Drafting(Operational Detail)

二、中長程計畫概要
(一)分年經費編列與使用

Approved Budget

Actual Expenditures

年度	預算別	計畫原訂經費	可支用預算				預算使用			備註
			年編預算	以前年度保留	追加減預算	奉准先行辦理	小計	實支數	保留數	
96	中央	458,429	458,429	0	0	0	458,429	0	0	0
	地方	0	0	0	0	0	0	0	0	0
97	中央	510,000								0
	地方	0								0
98	中央	500,000								0
	地方	0								0
合計	中央	1,468,429	458,429	0	0	0	458,429	0	0	0
	地方	0	0	0	0	0	0	0	0	0
	總計	1,468,429	458,429	0	0	0	458,429	0	0	0
	備註									



3.2 Program Drafting (Operational Detail)

Task 3: Promoting the Agricultural Product Production

工作項目003：提升外銷業者經營能力，強化農產品競爭力
期程：96/1/1-96/12/31

權重：30%

月份	工作摘要	查核點	年累計預定進度 (%)	年累計預定支用數(千元)
5	業團體座談與外銷獎勵制度等相關業務與活動	辦理農產品貿易行銷活動工作達25% (預定96/3/31完成)		
6	辦理農產品貿易人才培訓、農產品貿易行銷網站、外銷業者及產業團體座談與外銷獎勵制度等相關業務與活動	辦理農產品貿易行銷活動工作達72% (預定96/6/30完成)	72.00	20,520

Executive Summary of Tasks

Check Point

Progress %

Budget

Performance Indicator/
Measurement Criteria

項目名稱	權數(%)
行政作業	10
表報填報作業	2
進度控制情形與結果	4
年度目標之挑戰性與明確性	2
計畫管制作業	2
經費運用	30
預算控制情形	10
資本支出預算控制結果	20



3.3 Regular Follow-Up

二、整體計畫
年度：96 月份：12

Expected Implementation Rate

Achievement Rate

總系計	31.00		31.00		0.00	
	預計支用數(C)	實際支用數(D)	支出比(%) (D/C)	應付未付數(E)	節餘數(F)	預算執行率(%) (D+E+F)/(C)
年累計	458,420		0	0	0	100.00
總累計			0	0	0	100.00

Ministry shall submit latest information at key points for self check, including quantitative progress, actual expenditure rate and Implementation gap

Overseeing organizations shall keep regular monitoring and make suggestions

落後原因分析	1.96年度「加強農產品全球佈局行銷計畫」經費尚未經立法院審議通過。 2.部分計畫仍屬...
因應對策	1.針對計畫內容... 2.輔導計畫執行...
檢討與建議	加強計畫執行內容，審慎評估計畫執行效益，提升農產品行銷之附加效益並創造高經濟價值農產品，另加強輔導提案單位研提計畫之能力。



3.3.1 Program Case Observation (Customized Management Platform)

進度檢驗證設定

「落後」之內涵：(或)總累計進度比較值(實際進度減預定進度) < -1、(或)年度累計進度比較值(實際進度減預定進度) < -5、(或)總累計支用比 < 90、(或)年度總費累計支用比 < 90
 「超前」之內涵：(且)總累計進度比較值(實際進度減預定進度) > 1、(且)年度累計進度比較值(實際進度減預定進度) > 1

選取	主辦機關	計畫名稱	最新進度	其他作業	議項列管	作業計畫	執行情形	評核報告
<input type="checkbox"/>	內政部	工作計畫 (第二期)	12月	公告	公告	公告	公告	主管研考審查
<input type="checkbox"/>	內政部		12月	公告	公告	公告	公告	主管研考審查
<input type="checkbox"/>	行政院農業委員會(輔導處)	培育優質農業人力資源	12月	公告	公告	公告	公告	研考審查
<input type="checkbox"/>	行政院農業委員會(輔導處)	加強農產品全球行銷計畫	12月	公告	公告	公告	公告	研考審查
<input type="checkbox"/>	內政部(地政司)	安心住家計畫	12月	公告	公告	公告	公告	研考審查
<input type="checkbox"/>	內政部(資訊中心)		12月	公告	公告	公告	公告	主管研考審查
<input type="checkbox"/>	內政部(家庭暴力及性侵害)		12月	公告	公告	公告	公告	主管研考審查
<input type="checkbox"/>	內政部營建署(都市計畫)		12月	公告	公告	公告	公告	主管研考審查
<input type="checkbox"/>	內政部營建署(市場規劃)		12月	公告	公告	公告	公告	主管研考審查

Program Cases Cluster

Selected Program Cases Color Coded to Indicate Progress

Related Information of Program Cases

19 Research, Development and Evaluation Commission



3.4 On-site Inspection

96年度計畫查證項目清單

計畫名稱	主辦機關	計畫編號	計畫名稱	主辦機關
培育優質農業人力資源	行政院農業委員會	0960001136	培育優質農業人力資源	輔導

Report on Suggestions

Agency-in-Charge Reports on the Improvement Status

Inspection Report

建議事項	辦理情形	檢討分析
一、請定期統計分析計畫投入經費與產出結果，以反映實際執行效益；建議針對各項工作項目之執行，定期統計	擬依建議事項於年度結束時辦理計畫經費投入與產出之統計分析	已辦 結 中

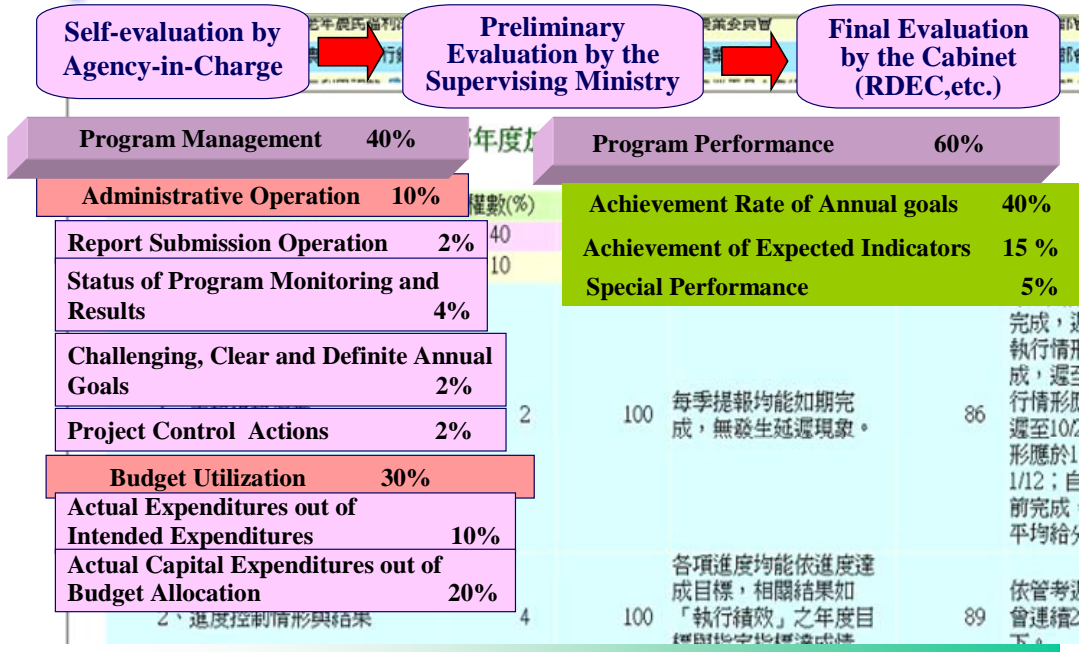
96年度「培育優質農業人力資源計畫」查證事項辦理情形

一、計畫目標
 (一) 引進高學歷之青年或高農家生力軍，為傳統農業注入活水，以因應農業高科技產能的多元角
 制新發展，加速農業現代化。
 (二) 推動農業高產計畫，鼓勵青年體驗農業，融入農村，回歸大自然，培育現代化之農民。

20 Research, Development and Evaluation Commission



3.5 Ministry Program Evaluation



4.1 Comprehensive Management of Government Programs

Document File Name	Agency-in-Charge
林業科技研發 (97年作業計畫)	古曉 行政院農業委員會林務局 (森林企劃組)
國家花卉園區 (97年作業計畫)	郭秋怡 行政院農業委員會(科技處)
易淹水地區水患治理計畫-易淹水地區上游集水區地質調查與資料庫建置 (97年作業計畫)	李錦 經濟部中央地質調查所(環境與工程地質組)
貿易便捷化/網網整合計畫 (97年作業計畫)	呂秉 經濟部國際貿易局(電子商務小組)
農漁牧產業自動化 (97年作業計畫)	黃真 經濟部標準檢驗局(第四組)
國家度量衡標準實驗室運作 (97年作業計畫)	黃真 經濟部標準檢驗局(第四組)
石門水庫及其集水區整治計畫-山坡地治理 (97年作業計畫)	梅桂 行政院農業委員會水土保持局(建設組)
安平港歷史風貌園區 (97年作業計畫)	李鐘 國立臺灣歷史博物館(國立臺灣歷史博物館)
農業科技研發 (97年作業計畫)	洪宏 行政院農業委員會農糧署(企劃組)

COA Programs Items of Year 2008



4.2 Knowledge Management

The screenshot shows a web-based knowledge management system. A search for 'Drugs' has been performed, resulting in a list of documents. A red circle highlights the search term 'Drugs' in the search bar and the resulting list. Another red circle highlights the 'Relevant Programs on "Drug" Control Each Year' and 'Relevant Ministries' columns of the search results.

選取	主檔	文件名稱	版本年度	聯絡人	部會	點閱次數
<input type="checkbox"/>		行政院海岸巡防署 (95年度施政計畫) (草案版)	95		行政院海岸巡防署	0
<input type="checkbox"/>		法務部 (95年度施政計畫) (草案版)	95		法務部	0
<input type="checkbox"/>		行政院衛生署 (95年度施政計畫) (草案版)	95		行政院衛生署	0
<input type="checkbox"/>		行政院海岸巡防署 (94年度施政計畫) (核定版)	94		行政院海岸巡防署	0
<input type="checkbox"/>		行政院衛生署 (94年度施政計畫) (核定版)	94		行政院衛生署	1
<input type="checkbox"/>		法務部 (94年度施政計畫) (核定版)	94		法務部	0
<input type="checkbox"/>		檢察行政 (95年度施政計畫) (草案版)			法務部	0
<input type="checkbox"/>		新病管制業務 (95年度施政計畫) (草案版)			行政院衛生署	1
<input type="checkbox"/>		落實執行「反毒新策略」(95年度施政計畫) (草案版)			行政院衛生署	1
<input type="checkbox"/>		毒品防制業務 (95年度施政計畫) (草案版)			行政院衛生署	1
<input type="checkbox"/>		海洋巡防業務 (95年度施政計畫) (草案版)			行政院海岸巡防署	0
<input type="checkbox"/>		海洋巡防業務 (94年度施政計畫) (核定版)			行政院海岸巡防署	0
<input type="checkbox"/>		監獄刑罰 (94年度施政計畫) (核定版)			法務部	0
<input type="checkbox"/>		防制毒品犯罪 (94年度施政計畫) (核定版)			法務部	0
<input type="checkbox"/>		強化犯罪偵防能力, 加強打擊海上不法 (94年度施政計畫) (核定版)			行政院海岸巡防署	0
<input type="checkbox"/>		強化犯罪偵防能力, 加強打擊海上不法 (95年度施政計畫) (草案版)			行政院海岸巡防署	0
<input type="checkbox"/>		加強新興濫用藥物之需求面防制工作四年計畫 (95年度施政計畫) (草案版)			行政院衛生署	0
<input type="checkbox"/>		管制藥品業務 (95年度施政計畫) (草案版)			行政院衛生署	0
<input type="checkbox"/>		管制藥品業務 (94年度施政計畫) (核定版)			行政院衛生署	0
<input type="checkbox"/>		加強新興濫用藥物之需求面防制工作四年計畫 (94年度施政計畫) (核定版)			行政院衛生署	1

The screenshot shows the same knowledge management system with an advanced search for 'New types of drugs'. A red circle highlights the search term 'New types of drugs' in the search bar. Another red circle highlights the search results table, which includes columns for '選取', '文件名稱', '文件夾位置', '標題', '閱讀次數', and '符合度'. A sidebar on the right shows related terms and categories.

選取	文件名稱	文件夾位置	標題	閱讀次數	符合度
<input type="checkbox"/>	作業計畫	94年\行政院衛生署	加強新興濫用藥物之需求面防制工作四年計畫 (94年作業計畫)	1	91.8
<input type="checkbox"/>	執行情形	94年\行政院衛生署	加強新興濫用藥物之需求面防制工作四年計畫 (94年9月執行情形)	0	58.8
<input type="checkbox"/>	執行情形	94年\行政院衛生署	加強新興濫用藥物之需求面防制工作四年計畫 (94年3月執行情形)	0	55
<input type="checkbox"/>	執行情形	94年\行政院衛生署	加強新興濫用藥物之需求面防制工作四年計畫 (94年6月執行情形)	1	55
<input type="checkbox"/>	選項列表	94年\行政院衛生署	加強新興濫用藥物之需求面防制工作四年計畫 (94年選項列表)	1	51.9
<input type="checkbox"/>	年度施政計畫	95年\法務部	落實執行「反毒新策略」(95年度施政計畫) (草案版)	1	44.2
<input type="checkbox"/>	年度施政計畫	95年\法務部	檢察行政 (95年度施政計畫) (草案版)	0	29.7
<input type="checkbox"/>	年度施政計畫	94年\行政院衛生署	管制藥品業務 (94年度施政計畫) (核定版)	0	24.8
<input type="checkbox"/>	年度施政計畫	95年\行政院衛生署	管制藥品業務 (95年度施政計畫) (草案版)	0	24.8
<input type="checkbox"/>	年度施政計畫	95年\法務部	法務部 (95年度施政計畫) (草案版)	0	24



4.3 Program Progress Trend Monitoring

趨勢資料分析

步驟一--分析資料時間

日期: 97年2月

Step1: Time Duration

步驟二--分析資料條件

2.計畫類別: 全部

3.列管類別: 自行管制

4.主管機關: 移防

5.主辦機關: 移防

6.主辦單位: 移防

7.隸屬專案名稱: 移防

8.施政分類: 移防

9.執行地點: 移防

Step2: Conditions

步驟三--分析資料內容

分析數據項目: 執行進度, 經費支出

分析模式: 單一數據, 單一計畫

總計: 總累計預定執行進度, 總累計實際執行進度, 總累計預定經費支出, 總累計實際經費支出, 總累計支出比

Step3: In Terms of Progress or Expenditure

步驟四--選擇比較項目

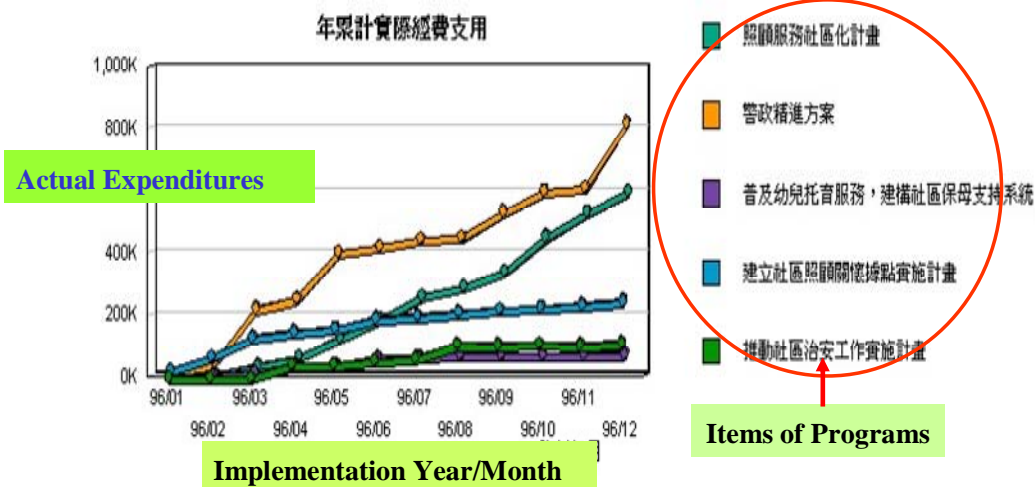
比較不同計畫間數據, 比較單一計畫之各工作項目數據, 比較計畫等後原因-雷達圖, 計畫狀態預警

Step4: Option Selections (Single Program, Program Comparisons or Falling Behind Schedule Causes)



Analysis Chart 1

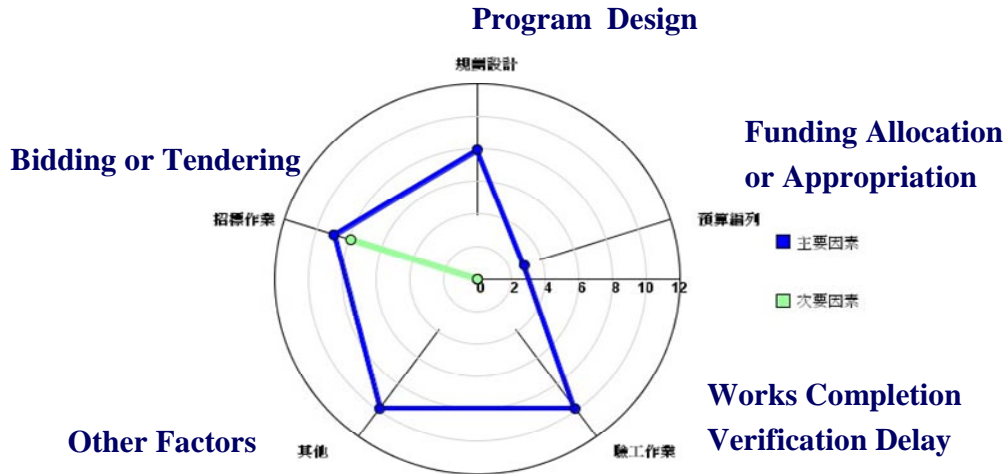
Ministry of Interior's Programs' Accomplishment Trend in 2007



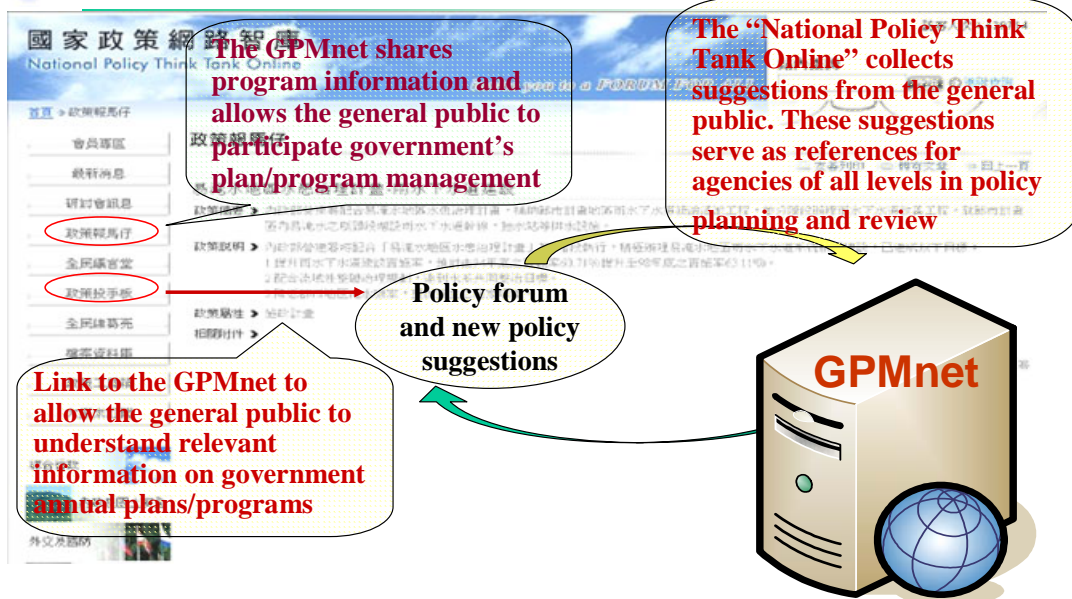


Analysis Chart 2

Fall Behind Program Factors Analysis-Radar Chart



4.4 Citizen Participation Mechanism





4.5 Program Life Cycle

Plan/Program Life Cycle Network Management

計畫生命網絡

提供異從執行情形系統導入生命網絡

Providing Cross Years Plan/Program Information displayed in one page, including 4-Year Strategic Plan, Preliminary Review of Annual Program, Annual Overall Strategic Plan at a click

子系統	94年度	95年度	96年度	97年度
中程施政計畫	推動動區空察電... 建構警察機關受... 建置台灣大哥大...	推動動區空察電... 建構警察機關受... 建置台灣大哥大...	推動動區空察電... 建構警察機關受... 建置台灣大哥大...	推動動區空察電... 建構警察機關受... 建置台灣大哥大...
中長程個案計畫			建置刑事科技中...	建置刑事科技中...
先期作業			建置交通執法科...	建置交通執法科...
年度施政計畫			建置國家級反恐... 推動動區空察電... 建構警察機關受... 建置刑事科技中...	警政精進方案... 推動動區空察電... 建構警察機關受... 提升民眾對警察... 警政精進方案...
這項列管		建置交通執法科...	建置國家級反恐... 推動動區空察電... 建構警察機關受... 警政精進方案...	警政精進方案... 推動動區空察電... 建構警察機關受... 警政精進方案...

Ministry of Interior "Police Administration Upgrade Program"



5.1 Benefits of GPMnet

- Providing service to **37 Ministries/4,000 Subordinate Agencies** ; **70,000 users** for about **2,000 plans/programs** a year
- Saving **NT\$370 million** in system development fees and **NT\$ 32 million** in maintenance manpower fees per year
- Cabinet Awards





- **Efficient and timely support for plan/program management**
- **Fully utilizing integrated information to improve the quality of decision-making**
- **The general public can be better informed to participate in governance process**
- **Automatic information disclosure**



5.2 Prospects

- **Better performance management is the key to strengthen accountability**
- **By harnessing ICT, we will continue to integrate other information systems into the GPMnet, such as knowledge discovery systems for planning, review, and decision making**
- **With the advent of Web 2.0 era, we will introduce GIS, video and audio clip technology into GPMnet for instant, active, and full-dimensional management of government plans/programs**



End of Briefing

**Thank You
for Your Kind Attention**

GPMnet Website: <http://gpmnet.nat.gov.tw>

