Working Party of Senior Budget Officials

Draft Agenda: 11th ANNUAL MEETING OF THE OECD SENIOR BUDGET OFFICIALS PERFORMANCE AND RESULTS NETWORK

26-27 November 2015
Paris, France

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NARRATIVE OVERVIEW

Performance budgeting is a broad concept, incorporating and interlinking with many aspects of good public governance. The agenda of the 11th Annual Meeting of the OECD Senior Budget Officials Performance and Results Network intends to discuss linkages to performance management across government, current practical applications of performance information and the development of guiding principles for performance budgeting.

**Session 1: ALIGNING PERFORMANCE MEASURES, MANAGEMENT AND BUDGET**

A joint session with the OECD Public Employment and Management Network

A holistic examination of the performance agenda of management:

- How performance measurement, senior civil service management and performance budgeting align within the broad performance cycle
- Situating public sector performance within broader economic productivity

**Session 2: PERFORMANCE BUDGETING TOOLS FOR INCLUSIVE GROWTH**

Performance budgeting tools are, and will continue to be, central to designing better policies and assessing their impact in delivering Inclusive Growth outcomes.

- Evaluation (ex-ante and ex-post) supports better understanding of the causal links between policies and outcomes
- Spending reviews are being used more widely as a mechanism to examine whole-of-government policy choices
- Outcomes-based performance regimes support coherent policy that better reflects the needs of societies

How are performance budgeting tools being sharpened and better aligned in OECD member countries to deliver Inclusive Growth-oriented budget policies?

**Session 3: TOWARDS GUIDING PRINCIPLES OF PERFORMANCE BUDGETING**

Drawing on years of OECD member experiences, the network will launch its work on developing common principles in performance budgeting, including the conceptual design of the Performance Budgeting Survey: 2016, a key analytical tool for understanding the current state of the art.

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**Thursday 26 November 2015**

From 8:30  **Registration**

( Please note that Delegates must pass through a security check at the main entrance.)
Welcome Remarks

Mari Kiviniemi, Deputy-Secretary-General, OECD.
Rolf Alter, Director, Public Governance and Territorial Development Directorate, OECD.
Peter van den Berg, Performance & Results Network Chair / State Councillor, Netherlands.
Robert Cloarec, Public Employment and Management Chair / Principal Secretary to the Council on Basic Values, Sweden.

1. ALIGNING PERFORMANCE MEASURES, MANAGEMENT AND BUDGET

Governments around the world are increasingly adopting goals and measures as a way to align activities in support of improved societal outcomes and to enhance accountability. Experience has shown that national and international indicators can be effective tools in driving performance in these areas. But experience has also shown that they can sometimes provoke self-protective responses that interfere with performance and accountability gains. A half-day joint meeting of the OECD Performance & Results and Public Employment and Management networks asks: How can management and accountability mechanisms be designed to better allocate resources and enable better performance? Where does the dialogue on public service performance fit with broader discussions on national economic productivity?

1.a. Delivering Organisational Performance: Mission, Measurement, Money, Management

This keynote session will look at performance holistically: How to align performance measurement, budgeting processes and accountability regimes for the senior civil servants charged with achieving measurable results. How do performance systems attempting to measure the performance and productivity of government contribute to a national agenda on productivity?

Shelley Metzenbaum, Senior Advisor, the Volcker Institute; former Associate Director for Performance and Personnel Management at the White House Office of Management and Budget.
Christian Kastrop, Director, Policy Studies Branch, Economics Department, OECD.

9:15-10:30

11:00-12:45

1.b. Measuring Performance and Aligning Performance Accountability

Can performance systems be bespoke? Better outcomes are the objectives for all organizations and civil servants, but they may not always be the proper measure of performance. How do past experiences inform what to measure, how to measure, and how to hold organizations and individuals to account? How are countries aligning organizational objectives with individual goals and accountability?

Pia Lövengren Ravn, Agency for Modernisation, Ministry of Finance, Denmark
Orlaigh Quinn, Department of Public Expenditure and Reform, Ireland
Can organisational performance metrics and senior civil service accountability be better aligned so that performance information supports continuous innovation and improvement? Recent experiences in the United Kingdom provide shared budget and management perspectives on performance.

**Simon Madden**, Cabinet Office & **Johannes Wolff**, HM Treasury, United Kingdom.

12:45-13:00 1.c. A Summary Report of Aligning Performance Measures, Management and Budget

Setting the stage for independent dialogue for the Performance & Results and Public Employment and Management networks. How can subsequent discussions be better informed of governments’ broad performance agendas?

**Shelley Metzenbaum**, Senior Advisor, the Volcker Institute; former Associate Director for Performance and Personnel Management at the White House Office of Management and Budget.

**Robert Cloarec**, Public Employment and Management Chair / Principal Secretary to the Council on Basic Values, Sweden.

**Peter van den Berg**, Performance & Results Network Chair / State Councillor, Netherlands.

13:00-14:30 Luncheon

2. PERFORMANCE BUDGETING TOOLS FOR INCLUSIVE GROWTH

Performance budgeting tools are, and will continue to be, central to designing better policies and assessing their impact in delivering Inclusive Growth outcomes.

- Evaluation (ex-ante and ex-post) supports better understanding of the causal links between policies and outcomes
- Spending reviews are being used more widely as a mechanism to examine whole-of-government policy choices
- Outcomes-based performance regimes support coherent policy that better reflects the needs of societies

The OECD-Korea Institute of Public Finance (KIPF) report examines uses of performance budging tools in practice: evaluation information, monitoring data and spending reviews. How influential are these tools? What can be learned across the OECD member landscape? And how can lessons be brought into budgeting from non-spending government policy tools: regulation, taxation and subsidies analysis?

14:30-16:00 2.a. Evaluation and Monitoring: Case Studies in Performance Budgeting

How do case study countries incorporate ex-post evaluations and in-year monitoring into budget allocation processes? Where do the strengths of evaluation and monitoring information lie and where can enhancements be made to support budget choices for Inclusive Growth?

**Toshiaki Hiromitsu**, Ministry of Finance, Japan.


**Kiran Hanspal**, Treasury Board Secretariat, Canada.
Since the global financial crisis, spending reviews have gained prominence as a tool to both improve control over the level of aggregate expenditure and to improve expenditure prioritization. How can strategic savings best be realized? How can spending reviews be supported by other performance budgeting tools? And how can improvements in the efficiency of spending be sustained moving forward?

Nowook Park, Korea Institute of Public Finance, Korea.

Fiachra Kennedy, Department of Public Expenditure and Reform, Ireland.

Lembit Suur, Department of Finance, Australia.

Friday, 27 November 2015

2. PERFORMANCE BUDGETING TOOLS FOR INCLUSIVE GROWTH (continued)

9:30-10:45

2.c. Evaluation in Budgeting and Beyond

2015 is the International Year of Evaluation, intended to advocate and promote evaluation and evidence-based policy making. Direct spending is frequently a focus for performance budgeting – but is one tool in the suite of government policies. How is evaluation used to support decision-making in other policy domains?

The OCED has examined the contribution of regulation, taxation and program spending impacts on productivity and Inclusive Growth. How can budgeting adapt to accommodate advances in productivity evaluation? How has subsidy sustainability impact assessments improved budgeting? And what can be learned in ex-ante regulatory impact analysis?

Christiane Arndt, Programme Co-ordinator Measuring Regulatory Performance, Public Governance and Territorial Development, OECD.

Rita Schutt, Ministry of Finance, Germany.

Leonardo Albernaz, Federal Court of Accounts, Brazil.

3. TOWARDS GUIDING PRINCIPLES OF PERFORMANCE BUDGETING

One of the ten OECD Principles of Budgetary Governance is to ensure that performance, evaluation and value for money are integral to the budget process. The terrain covered by the OECD Performance and Results Network over eleven years is expansive, so an important next step will be identifying some guiding principles in performance budgeting, aligned with and building on the broader OECD Principles.
3.a. Guiding Principles of Performance Budgeting

The OECD Survey of Performance Budgeting provides an opportunity to identify commonly generally accepted uses of performance information in budgeting. First, a refresher on what was learned of the landscape of performance and results in the 2011 Survey, and how the lessons may help shape the development of the Guiding Principles. This will be followed by a look ahead to the broad themes of performance in government to be explored in the 2016 survey update, including open data, strategic management and evidence-based policy-making.

Ronnie Downes, OECD Secretariat.


This session will allow for a thematic discussion on how the OECD survey can be designed to support a better understanding of leading practices and procedures and assist performance budgeting practitioners in good budgetary governance.

**Group A** : Performance Information & Budgeting Practices
Chair: Karl-Erik Tender, State Budget Department, Estonia.

**Group B** : Uses of Performance Data & Open Data Initiatives in Government
Chair: Ivor Beazley, World Bank.

**Group C** : Performance Evaluation and Spending Review
Chair: Véronique Fouque, Ministry of Finance and Public Accounts, France.


Summary reports by rapporteurs from each break-out group with time for overall plenary discussion on planning principles for performance budgeting.

Véronique Fouque, Ministry of Finance and Public Accounts, France

Karl-Erik Tender, State Budget Department, Estonia

Ivor Beazley, World Bank

4. Report by OECD Secretariat and Future Work Programme

Delegates will be asked to identify future work priorities for the OECD’s Programme of Work in the area of performance and results, and indicate their interest in particular studies.

5. Closing by Chair and Secretariat
Annex 1. Meeting Information

Registration Form

All delegates must complete the attached registration form and return it to the Secretariat ahead of the meeting.

Accommodations

Delegates are responsible for their own accommodation. Information on hotels close to the OECD at special rates and our online booking system can be found at: [http://www.oecd.org/site/conferencecentre/hotels-close-to-oecd.htm](http://www.oecd.org/site/conferencecentre/hotels-close-to-oecd.htm)

Meeting Location

The meeting will take place at the Conference Centre at OECD Headquarters—Château de la Muette— which is located at: 2, rue André Pascal in the 16th arrondissement (district) of Paris. The closest metro station is “La Muette” on line 9 or “Boulaivilliers” or “Henri Martin” on line C of the RER. More information on getting to the OECD can be found at: [http://www.oecd.org/site/conferencecentre/gettingtotheoecd.htm](http://www.oecd.org/site/conferencecentre/gettingtotheoecd.htm)

Security and Badges

Please be advised that OECD Headquarters is a secure complex. Badges can only be issued to registered delegates, and a passport or national identity card is required in order to receive a badge. Delegates must go to the main entrance and pass through the security checkpoint in order to pick up badges. Please allow up to 20 minutes to complete these formalities.

Catering

The OECD Conference Centre has several dining options:

- A coffee bar in the heart of the conference centre, open all day from 8:30 to 17:00 for coffee and sandwiches;
- A snack bar with 132 seats, open from 08:00 to 17:00 offering breakfast, lunch, salads, sandwiches and snacks throughout the day;
- A self-service cafeteria, open from 11:45 until 14:15 and seating 700 per service. It provides a range of set menus and a wide choice of starters, main courses, grill-cook food and sweets;
- A restaurant with waiter service offering simple and refined dishes and open from 12:00 until 14:00.

Wi-Fi Internet Access and Business Centre

The OECD Conference Centre features complimentary Wi-Fi Internet Access throughout its facilities. Internet access is available in the Espresso Café. There is also a Business Centre located in the Conference Centre offering complimentary desktop computers with standard Microsoft Office software, Internet connections and printers.

Cocktail Reception

All delegates are invited to a reception on the evening of the first day of the meeting, Thursday 26 November at 17:30.