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PUBLIC GOVERNANCE AND TERRITORIAL DEVELOPMENT DIRECTORATE  
PUBLIC GOVERNANCE COMMITTEE

### Working Party of Senior Budget Officials

#### 4th ANNUAL MEETING OF OECD SBO NETWORK ON PERFORMANCE AND RESULTS

#### AGENDA

Washington DC,  
11-12 June 2007

*This meeting is hosted by the United States Government Office of Management & Budget. It will be held at the US State Department, Harry S. Truman Building, 2201 C. Street, Washington DC 20520.*

*The Chairman is Dr. Ian Watt, Permanent Secretary, Australian Department of Finance.*

*On 10th June, a Welcome Reception will take place at 7:00PM in the Indian Treaty Room, The Eisenhower Executive Office Building, 1650 Pennsylvania Avenue N.W., Washington DC.*

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**4<sup>TH</sup> ANNUAL MEETING OF OECD SENIOR BUDGET OFFICIALS NETWORK ON  
PERFORMANCE & RESULTS  
US State Department, Washington DC, 11-12 June 2007**

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**FINAL AGENDA**

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**Sunday, 10 June 2007**

19:00-20:30- **Welcome Reception in the Indian Treaty Room, The Eisenhower Executive Office Building, 1650 Pennsylvania Avenue N.W., Washington DC.**  
**(Participants will have to show their passport to enter the building).**

**Monday, 11 June 2007**

9:30 – 10:00 Introduction by Chair and Secretariat  
**Opening Address by the Honorable Clay Johnson III, Deputy Director for Management, US Office of Management and Budget, United States.**

10:00-12:20 **Session 1 - Developing and using evaluations: The role of the ministry of Finance**

Session 1 and 2 will concentrate on evaluations and assessments of programmes and agencies. This session examines the roles and responsibilities of ministries of finance in OECD countries in developing evaluation systems and using evaluations in budget and management processes.

Issues to address include: What are the main responsibilities of the ministry of finance in relation to evaluations? What are the capacities of the ministry in this area in terms of staff and expertise? If and how are evaluations integrated into the budget process? How are they used in decision making on resource allocation? What are the main challenges in relation to developing and using evaluations in the budget process? How can the quality of evaluations be improved? Are evaluations made public? What processes exist for monitoring or following up on the results of evaluations? What incentives are available to the ministry of finance to motivate agencies to improve performance?

**Presentations by**

**Mr. Robert Shea**, Associate Director for Management, US Office of Management and Budget, United States and **Ms. Diana Espinosa**, Deputy Assistant Director for Management, US Office of Management and Budget, United States.

**Mr. Robert Higgins**, Assistant Secretary, Reviews and Training Branch, Department of Finance & Administration, Australia.

*11: 00 – 11:30 -- Coffee break*

**Keynote Lunch Time Address by**

12:20 – 14:20 **The Honorable Margaret Spellings, US Secretary of Education, United States**

*Lunch at the State Department*

14:20 -16:00 **Session 1 - Developing and using evaluations: The role of the Ministry of Finance (.../ continued)**

Presentations by

**Mr. Lee McCormack**, Executive Director, Results Based Management, Treasury Board Secretariat, Canada

**Ms. Heidi Berner**, Head of Management and Control Division, Budget Office, Ministry of Finance, Chile

*16: 00 – 16:30 – Coffee Break*

16:30 – 18:00 **Session 2 - Developing and using evaluations: The role of spending ministries and agencies**

This session focuses on the experiences of spending ministries and agencies in developing and using evaluations in budget and management decision making. Spending ministries tend to make more use of evaluations than ministries of finance. This session examines common key challenges and proposed solutions.

Issues for discussion include: Have ministries the necessarily capacities in terms of staff and expertise to support the evaluation processes? How are evaluations integrated into internal management and budgetary processes? If and how do spending ministries use results of evaluations to allocate or reallocate among units or agencies? What incentives exist for ministries and agencies to use evaluations to stimulate better performance?

Presentations by

**Mr. Dirk Kabel**, Head of Policy Review, Dutch Ministry of Finance, The Netherlands

**Dr. No Wook Park**, Research Fellow, Korea Institute of Public Finance, Korea

18:15 ***Reception in the State Department for all participants.***

**Tuesday 12 June 2007**

9:30 – 13:00 **Session 3 - Political economy of reform: Engaging politicians in the executive and the legislature**

This session examines how to motivate politicians in the executive and especially the legislatures to support the reforms and to use performance information in decision making. Politicians have an important role to play in promoting the development and use of PI. That role involves applying pressure on other actors to implement reforms, playing an active role in setting objectives, and using PI in decision making. However, a long-standing problem is getting politicians interested in using this information.

This session will discuss how OECD countries have sought to address the following issues: How can performance information be made more relevant to political decision-makers? What factors and incentives influence whether politicians use this information in decision-making? How can the presentation of this information be improved? How can performance information be more aligned with financial information to facilitate better decision making? Is there a mismatch between the information required by politicians in the executive and those in the legislature? Is getting the public more interested in performance information a potential solution?

*Presentations by*

**Ms. Lynn Scarlett**, US Deputy Secretary of Interior, United States

**Mr. Max Diener Sala**, Director General of Budget Affairs, Ministry of Finance and Public Credit, Mexico

**Mr. Neils Refslund**, Chief Advisor, Ministry of Finance, Denmark

**Mr. Xavier Hurstel**, Deputy Director, Ministry of Economy, Finance and Industry

*11:00 – 11:30 -- Coffee break*

13:00 – 14:30 ***Lunch at the State Department***

14:30 – 16:00 **Session 4 - Promoting cross-organisational and institutional co-operation**

The introduction of performance information into the budget process requires the co-operation of many different actors; the ministry of finance; spending ministries and politicians in the executive and the legislature. If performance information is to be used in decision making and to improve performance, it is important that all levels of government co-operate in the development and implementation. That co-operation needs to be both horizontal and vertical. Co-operation is needed between the ministry of Finance, spending ministries and agencies to deliver improvements in services. When outcomes and targets cut across organisational boundaries, co-operation between ministries and agencies is essential to achieve goals.

This session will discuss how OECD countries have sought to promote cross-organisational co-operation and address the follow issues. How can agencies be held responsible when targets and goals cut across organisation boundaries? How can central government obtain the buy in of agencies and or local authorities who are responsible for front line delivery of services?

*Presentations by*

**Mr. Markus Sovala**, Deputy Head of Budget Department, Ministry of Finance, Finland

**Ms Tia Raappana**, Policy Analyst, HM Treasury, United Kingdom

16:00 – 16:30 *Coffee break*

16:30-17:00 Wrap up session and discussion of future OECD work in this area.

17:00 **Closing Address: Henrietta H. Fore, Under Secretary of State for Management.**  
**Concluding remarks by Chairman and the Secretariat.**

## **Meeting information**

### ***Format of discussions***

Each session at the meeting will consist of two to four country presentations (about 10-15 minutes each), followed by an open discussion among all participants.

### ***Participants***

The participants at the meeting will be high-level government experts from OECD member countries.

### ***Meeting location***

The meeting is hosted by the United States Office of Management and Budget and the Council for Excellence in Government. The meeting will take place in US State Department, Harry S. Truman Building, 2201 C. Street, Washington DC 20520. **Participants will need to show their passport to enter in the US government buildings.**

### ***Registration form***

All Delegates need to complete the attached registration form and **return it to the Secretariat ahead of the meeting**. The following information is needed from each delegate: citizenship, date of birth and passport number.

### ***Hospitality***

The United States authorities invite all Delegates to a welcome reception on the eve of the meeting (Sunday 10<sup>th</sup>). All delegates are also invited to a reception on Monday 11<sup>th</sup> and to lunch on Monday and Tuesday 12<sup>th</sup>.

### ***VISA entry formalities to the United States***

Delegates are advised to confirm any necessary visa or passport requirements for entry to United States

### ***Accommodations***

A list of recommended hotels will be provided. Delegates will need to book their own accommodation.

### ***Security***

Please be advised that security is complex. Entry passes can only be issued to pre-registered delegates and a passport needs to be presented in order to receive an entry pass. Delegates will also be required to clear a security checkpoint for entry.

## **Background**

### ***OECD Senior Budget Officials (SBO) Network on Performance and Results***

The Senior Budget Officials (SBO) working party established performance-based budgeting and management as one of the key areas for SBO-related work over. Accordingly, a network of experts on performance and results has been established to encourage the exchange of ideas among member countries and to gather information for its programme of work which examines the different approaches adopted by OECD member countries to performance-based budgeting and management. It aims to produce papers and reports that will provide practical guidance to countries on the opportunities and limitations of this approach.

### ***Recent Activities and Outputs of the Network***

This is the fourth annual meeting of the network. The following papers have been presented to previous meetings of the network and subsequently published.

- *Government for Performance: Lessons and Challenges*; OECD Journal on Budgeting Volume 5, no. 1 ([www.oecd.org/gov/budget](http://www.oecd.org/gov/budget)).
- *Using Performance Information for Managing and Budgeting: Challenges, Lessons and Opportunities* [GOV/PGC/SBO(2005)3].
- *Performance Information in the Budget Process: Results of the OECD 2005 Questionnaire*, OECD Journal on Budgeting Volume 5, no.2 ([www.oecd.org/gov/budget](http://www.oecd.org/gov/budget)).

Based on case studies presented at the 2006 meeting of the network and the results of OECD questionnaires the Secretariat will produce a book including guidelines for designing and developing budget systems that use performance information. This forthcoming publication is entitled *Performance Budgeting in OECD countries*. The preliminary version is the background paper for this meeting.



**Senior Budget Officials -- Annual Meeting on Performance & Results  
Washington DC, United States, 11-12 June 2007**

***~~~ REGISTRATION FORM ~~~***

***Please return the completed form to: [helene.leconte-lucas@oecd.org](mailto:helene.leconte-lucas@oecd.org)***

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Ms.       Mrs.       Mr.

NAME (in block letters please)

First Name

JOB TITLE

ORGANISATION

MAILING ADDRESS

COUNTRY

TELEPHONE

FACSIMILE

E-MAIL ADDRESS

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**Citizenship**

**Date & Place of Birth**

**Passport number**