

2008 APEC Workshop on Government Performance & Results Management Report



**Asia-Pacific
Economic Cooperation**



Host | **Chinese Taipei** Co-Sponsor | **New Zealand**
Organizer | **Research, Development and Evaluation Commission, Chinese Taipei**



**Asia-Pacific
Economic Cooperation**

**2008 APEC Workshop on
Government Performance and Results Management**

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

APEC Economic Committee

July 2008

EC 01/2008S

Produced by
Research, Development and Evaluation Commission
Chinese Taipei

For
APEC Secretariat
35 Heng Mui Keng Terrace Singapore 119616
Tel: (65) 68919 600 Fax: (65) 68919 690
Email: info@apec.org Website: www.apec.org

APEC#208-EC-04.1

Contents

Part I : Introduction

Background.....	1
Agenda.....	3
Speaker / Moderator.....	5
Scholar from Taiwan Public Governance Research Center.....	14
Attendance List.....	17

Part II : Document Pack

Keynote Speech

The Honourable Jocelyne Bourgon (Canada)	21
Performance Management: It's the Results that Count	

Session 1: Whole-of-government Strategic Planning

Jón R. Blöndal(OECD).....	41
Performance and Results in OECD Member Countries	
Dr. Yu-hsieh Sung(Chinese Taipei).....	53
Economy Experience Sharing 1-Chinese Taipei	
Daren Wong(U.S.A).....	77
Economy Experience Sharing 2-U.S.A: Results Management and Performance	
Improvement: U.S. Government-wide Efforts	

Session 2: Good Practice in Planning and Objective Setting of Government Agencies

Dr. John Halligan (Australia)	91
Planning & Setting Objectives in Managing for Performance	
Dr. Ivan Blake (Canada)	103
Economy Experience Sharing 3- Canada: Program and Management Performance: an Integrated Canadian Approach	

Session 3: Monitoring and Measuring Agency Progress, and Evaluating Performance/Reporting

Dr. Michael Kirby(Australia).....	115
Economy Experience Sharing 4- Australia: Public Sector Performance Monitoring, Governance and Australia's Productivity Commission	
William Yap(Singapore).....	135
Economy Experience Sharing 5- Singapore: Performance Management in Singapore's Public Sector	

Session 4: Demonstration on the Use of ICT in Public Sector Governance (Chinese Taipei GPMnet Report)

Chung-Ing Shih(Chinese Taipei).....	143
Part III : Summary Report.....	163
Part IV : Questionnaire Survey Results.....	179
Annex : Group Photo.....	185

Part I : Introduction

Background

Workshop on Government Performance and Results Management

Chinese Taipei, in conjunction with its co-sponsor New Zealand, and on behalf of the Chair of the APEC Economic Committee, would like to invite you to attend the Workshop on Government Performance and Results Management to be held at Taipei International Convention Center (TICC), Taipei, on 27-28 March 2008.

Background / Objectives for the Workshop

In 2004, Leaders gave the Economic Committee (EC) a mandate to promote the benefits of structural reform in APEC economies. The Leaders Agenda to Implement Structural Reform towards 2010 (LAISR 2010) aims to facilitate cooperation and dialogue in five priority areas: public sector management and governance, regulatory reform, economic and legal infrastructure, competition policy and corporate governance.

In the 2006 Ha Noi Declaration, APEC leaders recognized the need to intensify work on structural reform, and took note of progress in carrying out the Leaders' Agenda to Implement Structural Reform toward 2010 (LAISR 2010), which was initiated by the Economic Committee, and included public sector governance as a key theme for APEC's structural reform work program. At the second EC meeting (ECII) in 2006, the Economic Committee endorsed continuation of the theme of public sector governance for structural reform into 2007.

Being one of the APEC economies, Chinese Taipei supports structural reform issues and takes part in the EC "Friends of the Chair Group"(FotC) on public sector governance. In recognition that managing for performance is an important principle of public sector governance, Chinese Taipei proposed to organize a Workshop on Government Performance and Results Management, and at the second EC meeting (EC II) in 2007 this initiative was formally endorsed by the EC. After close consultation with EC Chair and New Zealand, the Workshop on Government Performance and Results Management will be held as a platform for all APEC members to have an in-depth discussion and experience exchange, and to contribute to the Asia-Pacific region's economic development.

Through this workshop, we hope to achieve the following objectives:

- Understand good practices in planning and setting objectives of government agencies in the public sector.
- Exchange ideas on monitoring and measuring agency progress.
- Evaluate performance for better public sector governance.

Target Audience

Managerial level government officials of APEC economies will be invited to the workshop.

Output

Through this event, we hope to achieve the following results:

- Raise awareness, stimulate new ideas and exchange experiences about managing the overall performance of public agencies and individual project results of agencies.
- The contents of in-depth policy dialogues and presentations will be made available on the APEC website to all APEC economies.

Workshop Date and Venue

Venue: Taipei International Convention Center, Taipei

Date: March 26 to 28, 2008

Agenda

Wednesday, March 26, 2008		
14:00~	Registration Venue: Lobby, Grand Hyatt Taipei Hotel	
19:00-21:00	Welcome Reception Venue: 1st floor, Residence 2, Grand Hyatt Taipei Hotel	
Time	Topic	Speakers / (Moderators)
Thursday, March 27, 2008 Venue: 2nd floor, 201DEF, TICC		
09:00-09:30	Opening Remarks	Dr. Jay N. Shih (Minister, Research, Development and Evaluation Commission, Chinese Taipei) Prof. Robert A. Buckle (Chair of Economic Committee) Dr. Brian McCulloch (Coordinator of Friends of the Chair Group on Public Sector Governance, Economic Committee)
9:30-10:00	Keynote Speech: Performance Management: It's the Results that Count	Moderator: Prof. Robert A. Buckle (Chair of Economic Committee) Keynote Speaker: The Honourable Jocelyne Bourgon (Ambassador of Canada to the OECD; President Emeritus of the Canada School of Public Service)
10:00-10:20	Break (Outside of Room 201 DEF)	
10:20-12:00	Session1: Whole-of-government Strategic Planning Speech Economy experience sharing1- Chinese Taipei Economy experience sharing2- U.S.A	Moderator: Prof. Tsai-Tsu Su (Chair of the Department of Political Science, National Taiwan University; Head of Taiwan Public Governance Research Center) Speaker: Mr. Jón R. Blöndal (Deputy Head of Division, Budgeting and Public Expenditures Division, Public Government Directorate, OECD) Speaker: Dr. Yu-Hsieh Sung (Chief Secretary, Research, Development and Evaluation Commission, Chinese Taipei) Speaker: Mr. Daren Wong (Program Examiner, Office of Management and Budget, U.S.A.)
12:00-12:15	Group Photo Venue: 3rd floor, South Hallway	
12:15-14:00	Lunch Venue: 3rd floor, South Lounge, TICC	
14:00-15:10	Session 2: Good Practice in Planning and Objective Setting of Government Agencies Speech Economy experience sharing3- Canada	Moderator: Ms. Tomoko Hayashi (Vice-Chair of the Economic Committee; Director for International Economic Affairs, Cabinet Office, Japan) Speaker: Dr. John Halligan (Professor of Government and Public Administration, University of Canberra, Australia) Speaker: Dr. Ivan Blake (Executive Director of Management Accountability with the Treasury Board of Canada Secretariat)
15:10-15:30	Break Venue: Outside of Room 201 DEF	
15:30-16:40	Session 3: Monitoring and Measuring Agency Progress, and Evaluating Performance/Reporting Economy experience sharing4- Australia Economy experience sharing5- Singapore	Moderator: Miss Elley MAO (Vice-Chair of the Economic Committee; Principal Economist, Financial Secretary's Office, Hong Kong, China) Speaker: Dr. Michael Kirby (First Assistant Commissioner, Productivity Commission, Australia) Speaker: Mr. William Yap (Director, Performance & Organisation, Ministry of Finance, Singapore)
18:00-21:00	Gala Dinner Venue: 33rd floor, Banquet Hall, Taipei World Trade Center Club	

Friday, March 28, 2008 Venue: 2nd floor, 201DEF, TICC		
9:30-10:30	Session 4: Demonstration on the Use of ICT in Public Sector Governance (Chinese Taipei GPMnet Report)	Moderator: Dr. Heungsuk Choi (Director, Institute of Government Studies; Professor, Department of Public Administration, Korea University) Speaker: Mr. Chung-Ing Shih (Director, Department of Supervision and Evaluation, Research, Development and Evaluation Commission, Chinese Taipei)
10:30-10:50	Break Venue: Outside of Room 201 DEF	
10:50-12:00	Session 5: Group Discussion Group Report General Discussion	Moderator: Dr. Brian McCulloch (Coordinator of FotC for Public Sector Governance, Economic Committee)
12:00-13:30	Lunch Venue: 2nd floor, International Lounge, TICC	
Afternoon	On-Site Visit (National Palace Museum)	
18:00-21:00	Dinner Venue: 1st floor, Cafe, Grand Hyatt Taipei Hotel or Tea Meal Sets	

Speaker /Moderator (By Appearance)



Dr. Jay N. Shih

Minister, Research, Development and
Evaluation Commission, Chinese Taipei

Dr. Jay N. Shih has been the Minister of the Research, Development and Evaluation Commission (RDEC) under the Cabinet, since 2006. He is also a professor at the Department of Public Administration, National Chengchi University. Dr. Shih holds a bachelor degree from National Taiwan University, and holds a Ph.D. from the Graduate School of Public and International Affairs, University of Pittsburgh, U.S.A.

Dr. Shih had actively participated in public affairs before taking up his current post, including serving as a member of Commission on Government Reform from 2001 to 2006, as well as being President of the Board of Directors, Transparency International-Taiwan from 2003 to 2006.

His major research interests include public personnel policy, human resource management, comparative public management and administration, policy analysis and government budgeting. He has contributed numerous chapters and papers published in Chinese journals and books. He was awarded a Wu San-Lien Award (1998) for distinguished achievements in public administration. He is also a member of the editorial boards of many top academic journals.



Prof. Bob Buckle

Chair of the APEC Economic Committee

Professor Buckle is the Chair of the APEC Economic Committee. He was recently appointed Pro Vice-Chancellor and Dean of Commerce and Administration at Victoria University of Wellington. Professor Buckle is also an advisor to the New Zealand Treasury, where he is assisted in his role as APEC EC Chair. From 2000 to 2007 Professor Buckle was a Principal Advisor to the New Zealand Treasury where he led work on macroeconomic policy priorities and the development of the Treasury's economic growth programme.

Prior to joining the Treasury in 2000, Professor Buckle was Head of the School of Economics and Finance at Victoria University of Wellington. He was a full-time member of the academic staff at Victoria University from 1981 to 2000 and has been a visiting economist at several overseas universities, research institutes and international economic policy organizations. In 2003 he was awarded the NZIER/QANTAS award for contributions to New Zealand economics.

Speaker /Moderator (By Appearance)



Dr. Brian McCulloch

Director, Economic Performance Group
of the New Zealand Treasury

Dr. McCulloch is the Director of the Economic Performance Group of the New Zealand Treasury, and currently involved primarily with international issues. Since joining the Treasury in 1989, Dr McCulloch has undertaken various management and advisory roles, mainly in the area of financial management policy and strategy. He led the policy development for the establishment of the New Zealand Superannuation Fund and he has presented various papers and articles on the structure and governance of public funds, financial analysis and financial reporting policy, public sector financial management, reform, and Kiwi Saver. Dr. McCulloch holds a Ph.D. in Business from the University of Washington, U.S.A.

He is also a Chartered Accountant and a member of the Professional Conduct Committee of the New Zealand Institute of Chartered Accountants.



The Honourable Jocelyne Bourgon

Ambassador of Canada to the OECD;
President Emeritus of the Canada
School of Public Service

The Honourable Jocelyne Bourgon is a Distinguished Visiting Professor of 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 was 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 has served as special advisor to the Privy Council Office and President Emeritus of the Canada School of Public Service.

Speaker /Moderator (By Appearance)



Dr. Tsai-Tsu Su

Professor and Chair, Department of
Political Science National Taiwan
University

Dr. Tsai-Tsu Su has been the Chair of the Department of Political Science at National Taiwan University since 2005. She was also the President of the Taiwan Association for Schools of Public Administration and Affairs from 2005 to 2006. She is currently on the editorial board of several academic journals and has served as a consultant for a number of government agencies.

Dr. Su is the author or editor of numerous books, book chapters and articles on public budgeting, fiscal administration and administrative reforms. Her most recent book is entitled *The Repositioning of Public Governance: Global Experience and Challenges*, co-edited with Dr. Gerald E. Caiden.

Dr. Su received her Ph.D. in Public Policy Analysis from Carnegie Mellon University and taught at the State University of New York at Stony Brook before returning to Taiwan in 1991. She has been teaching at National Taiwan University since her return.



Jón R. Blöndal

Deputy Head of Division, Budgeting
and Public Expenditures Division
Public Government Directorate, OECD

Jón R. Blöndal is the Deputy Head, Budgeting and Public Expenditures Division, Organisation for Economic Co-operation and Development (OECD). The main mission of the 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 recognised 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 Revue 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, and currently lives in Paris, France with his wife and daughter.

Speaker /Moderator (By Appearance)



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

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 the RDEC since 1985. His areas of experience mainly include e-government, government performance evaluation, and government reform, amongst others. He was the key person to lead a group on developing, coordinating, and expediting the "Electronic Government" project, begun in 1996. In the past four years, he has made efforts in promoting the re-engineering of government organizations, which requires the strategic use of ICTs within 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.

Dr. Sung holds a B.Sc. 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 Chengchi University. He also frequently lectures at numerous government training programs for civil servants.



Daren Wong
Program Examiner, Office of
Management and Budget, U.S.A.

Daren K. 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 Master's degree in Public Policy and Industrial and Operations Engineering from the University of Michigan, and received a B.Sc. degree in Industrial Engineering from Purdue University.

Speaker /Moderator (By Appearance)



Tomoko Hayashi

Vice-Chair of the EC; Director for
International Economic Affairs, Cabinet
Office, Japan

Ms. Tomoko Hayashi joined the Economic Planning Agency (EPA) in 1987. Following positions on international economic affairs in the EPA, the Permanent Delegation of Japan to the OECD, the Japan Bank for International Corporation, and the Economic and Social Research Institute, she was appointed the Director of the International Economic Affairs Division in 2005. She is in charge of developing economic and fiscal policies consistent with international trends through exchanging views in APEC, OECD and bilateral consultations.

Ms. Hayashi has authored several books and papers. Her recent publications include Monetary Policy and Inflation Target (2006), co-authored with Takatoshi Ito, Inflation Targeting in Asia (2004), co-authored with Takatoshi Ito, and Technique of Macroeconomic Policy (2003). She holds a Master of Science in Economics from the London School of Economics.



Dr. John Halligan

Research Professor of Government
and Public Administration,
School of Business and Government,
University of Canberra, Australia

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 organisations: OECD, Commonwealth Secretariat, United Nations Development Program and World Bank; and with Australian government departments and state and local governments.

Books that Professor Halligan has recently cowritten include 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).

Speaker /Moderator (By Appearance)



Dr. Ivan Blake

Executive Director of Management Accountability with the Treasury Board of Canada Secretariat

Dr. Ivan Blake is the Executive Director of Management Accountability with the Treasury Board of Canada Secretariat. The Treasury Board is a committee of the Cabinet and the management board of Government. 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 Master's 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.



Elley MAO

Vice-Chair of the EC; Principal Economist, Financial Secretary's Office, Hong Kong, China

Miss Elley Mao is currently the Principal Economist under the Financial Secretary's Office of the Hong Kong China (HKC) Government. Her latest focus is on strategic policy impact analyses and implications for Hong Kong (including the Mainland's industrial, financial, tax and other structural reform policies, cross-boundary transport infrastructure and environmental issues etc.). Over the years Miss Mao has advised the HKC government on various economic issues in the Asia-Pacific region, including specifically monitoring the economic relations of the mainland of China with its major trade partners and its impact on Hong Kong and on the region as a whole; taking part in discussions and producing economic impact assessments on the Closer Economic Partnership Arrangement (CEPA) between Hong Kong and the mainland of China; evaluating world oil price movements; and tracking global commodity prices, interest rates and currency exchange rates for their impacts on the Hong Kong and China economies.

Speaker /Moderator (By Appearance)



Dr. Michael Kirby

First Assistant Commissioner,
Productivity Commission, Australia

Dr. 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 Ph.D. from the Australian National University.



William Yap Wai Wah

Director, Performance & Organisation,
Ministry of Finance, Singapore

Mr William Yap is the Director of Performance & Organisation 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 Master's 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.

Speaker /Moderator (By Appearance)



Dr. Heungsuk Choi

Director, Institute of Government Studies;
Professor, Department of Public
Administration, Korea University

Heungsuk Choi is a professor in the Department of Public Administration, the Director of the Institute of Governmental Studies and the Vice Dean of the Graduate School of Public Policy at Korea University. He received his M.A. from Purdue University, and earned a Public Administration Ph.D. from the Maxwell School of Syracuse University. His major teaching and research interest areas are e-Government, public management, local government and regional innovation system. Professor Choi has published numerous articles in professional journals like the Asian Journal of Political Science, the Korean Public Administration Review, the International Review of Public Administration and others.



Chung-Ing Shih

Director, Department of Supervision
and Evaluation, Research,
Development and Evaluation
Commission, Chinese Taipei

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

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

Scholar from Taiwan Public Governance Research Center



Dr. Ching-Peng Peng

Associate Professor, Department of Political Science, National Taiwan University; Associate Research Fellow, Institute of European and American Studies, Academia Sinica

Dr. Thomas C. P. Peng is currently the Director of the Taiwan Public Governance Research Center. He also serves as Supervisor for the Taiwan Association for Schools of Public Administration and Affairs (TASPAA); Member of Civil Service Reform Commission, Central Personnel Administration; and Director of the Taiwan Public Affairs Center, Department of Political Science, National Taiwan University. He holds a DPA from the University of Georgia, U.S.A.

Dr. Peng's major academic interests are public personnel administration, administrative reform, e-governance, and constitutional reform. He has previously served as: Secretary General, Director, and Controller, Chinese Political Science Association (Taipei); National Assembly Deputy; Executive Editor, Political Science Review (in Chinese); Editor-in-Chief and Deputy Director, Theory and Policy (Quarterly); Chairman of the Board, Faculty Association of National Taiwan University.



Dr. Tze-Luen Lin

Assistant Professor, Department of Political Science, National Taiwan University

Dr. Tze-Luen Lin's research interests include environmental politics and policy, citizen governance, and theories of public deliberation and democracy. Dr. Lin is an adjunct research fellow of the Taiwan Public Governance Research Center, and serves on the Committee of International Human Dimensions Programme on Global Environmental Change (IHDP).

Scholar from Taiwan Public Governance Research Center



Dr. Fisher (Ssu-Ming) Chang

Professor, Department of Public Administration and Policy, National Taipei University

Dr. Fisher Chang currently serves as Chief Secretary to the President of National Taipei University, and the Chief Editor of Public Administration and Policy, which is listed on TSSCI Journals.

Dr. Chang received his Ph.D. degree in public policy from the University of Maryland. His research interests focus on the budget reforms in the U.S. and Chinese Taipei, performance measurement and public budgeting, intergovernmental relations and policy implementation.

Professor Chang teaches both graduate and undergraduate courses in public policy, fiscal administration, and performance management. He has contributed articles to a number of outstanding journals. In addition, he is the author of a book entitled "Performance Measurement and Government Budgeting".



Dr. Yu-Ying Kuo

Associate Professor and Chair, Department of Public Policy and Management, Shih Hsin University

Dr. Yu-Ying Kuo joined the faculty of the Department of Public Policy and Management at Shih Hsin University in 1999, and has been the Chair of the Department since January, 2008.

Dr. Kuo's research and teaching interests focus on public policy, policy implementation and evaluation, government budgeting, budgeting of non-profit organizations and cost-benefit analysis. Among her publications are Public Policy: Decision Support Modes and Cases Analysis, Macro and Micro Research on Government Budgeting, and, most recently, Cost-Benefit Analysis.

Dr. Kuo received her Ph.D. in Public Administration and Policy from the State University of New York at Albany.

Scholar from Taiwan Public Governance Research Center



Dr. Chaomeng James Huang

Professor, Department of Public Administration and Policy; Director, Public Opinion and Election Research Center, National Taipei University

Dr. Chaomeng Huang has been on the faculty of the Department of Public Administration at National Taipei University (NTPU) since 2003, and he currently serves as the director of the Public Opinion and Election Research Center at NTPU.

Dr. Huang has published in Government Information Quarterly and many public administration journals on the topics of e-government, strategic management, performance management, and human resource management. He has also acted as consultant for many government agencies.



Dr. Yuan-Che Luke Hsiao

Associate Professor, Department of Public Policy & Management, I-Shou University

Dr. Yuan-Che Luke Hsiao has been on the faculty of I-Shou University since 1999, and was the first Director of the DPPM. He is currently the Secretary General of the Chinese Association of Political Science and the Chief Treasurer of the Taiwanese Political Science Association. He has accumulated many consulting experiences for public agencies as well as non-governmental agencies.

Dr. Hsiao received his DPA from the University of Southern California and has taught at several universities. He teaches courses on policy analysis and evaluation, strategic management, organization theory, NGOs, human resources and international political economy.

Dr. Hsiao specializes in public management and the study of politics and business interaction, including investment, regulation, organizational theory, non-market strategy, and strategic human resources. His current research is a large cross-national study of Chinese Taipei business non-market strategies in Viet Nam and China.

Attendance List

APEC WGPRM Attendance List of Member Economies			
Economy	Name	Position Title	Identification
AUSTRALIA	Dr. Michael Kirby	First Assistant Commissioner, Productivity Commission	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Prof. John Halligan	Professor of Government and Public Administration, University of Canberra	<input checked="" type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
BRUNEI DARUSSALAM			<input type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
CANADA	Honourable Jocelyne Bourgon	Ambassador of Canada to the OECD; President Emeritus of the Canada School of Public Service	<input checked="" type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
	Dr. Ivan Blake	Executive Director, Management Accountability with the Treasury Board of Canada Secretariat	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	David Rodgers	Deputy Director, International Economic Relations and Summits Division, Department of Foreign Affairs and International Trade	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
CHILE			<input type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
PEOPLE'S REPUBLIC OF CHINA			<input type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
HONG KONG, CHINA	Elley MAO	Vice-Chair of the Economic Committee; Principal Economist, Financial Secretary's Office	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
INDONESIA	Agus Sudrajat	Deputy director, Directorate of State Apparatus, National Development Planning Agency	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
JAPAN	Tomoko Hayashi	Vice-Chair of the Economic Committee; Director for International Economic Affairs, Cabinet Office	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
REPUBLIC OF KOREA	Prof. Heungsuk Choi	Director, Institute of Government Studies; Professor, Department of Public Administration, Korea University	<input checked="" type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
MALAYSIA	Zamzuri Bin Abdul Aziz	Senior Assistant Director, Budget Division, Ministry of Finance	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Imri Dolhadi Ab Wahab	Principal Assistant Secretary, Economic and International Division, Ministry of Finance	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
MEXICO			<input type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
NEW ZEALAND	Prof. Robert Buckle	Chair of Economic Committee	<input checked="" type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
	Dr. Brian McCulloch	Coordinator of Friends of the Chair Group on Public Sector Governance, Economic Committee	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
PAPUA NEW GUINEA			<input type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate

Economy	Name	Position Title	Identification
PERU	Juan Pablo Silva	Technical Coordinator, Budget Office, Ministry of Economy and Finance	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
PHILIPPINES			<input type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
RUSSIA			<input type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
SINGAPORE	William Yap	Director, Performance & Organization, Ministry of Finance	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Gary Ong	Coordinator, Fiscal Policy Directorate, Ministry of Finance	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Nicodemus Tan	Associate, Fiscal Policy Directorate, Ministry of Finance	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
CHINESE TAIPEI	Dr. Jay N. Shih	Minister, Research, Development and Evaluation Commission	<input checked="" type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
	Chun-Lin Chen	Deputy Minister, Research, Development and Evaluation Commission	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Hsiang-Jung Wu	Deputy Minister, Research, Development and Evaluation Commission	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Prof. Tsai-Tsu Su	Professor and Chairperson, Department of Political Science, National Taiwan University	<input checked="" type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
	Dr. Yu-Hsieh Sung	Chief Secretary, Research, Development and Evaluation Commission	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Chung-Ing Shih	Director, Department of Supervision and Evaluation Management, Research, Development and Evaluation Commission	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Li-Chuan Liao	Director, Department of Research and Development, Research, Development and Evaluation Commission	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Ching-Lien Chao	Director, Department of Planning, Research, Development and Evaluation Commission	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Cheryl H. J. Tseng	Director General, Overall Planning Department, Council for Economic Planning & Development	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Shien-Quey Kao	Deputy Director, Overall Planning Department, Council for Economic Planning & Development	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Simon S.M. Hsu	Officer, Overall Planning Department, Council for Economic Planning & Development	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
THAILAND	Darat Boripanthakul	Executive Director, Monitoring and Evaluation Bureau, Office of the Public Sector Development Commission	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
VIET NAM	Dr. Hanh Tran Thi	Deputy Director, Central Institute for Economic Management, Ministry of Planning and Investment	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
UNITED STATES	Daren Wong	Program Examiner, Office of Management and Budget	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Rudolph Lohmeyer	Senior Advisor (Long Term Planning), Office of Strategic and Performance Planning, Department of State	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
OECD	Jón R. Blöndal	Deputy Head of Division, Budgeting and Public Expenditures Division Public Government Directorate	<input checked="" type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
APEC SECRETARIAT	Susan Coles	Director, Program, Department of Policy, APEC Secretariat	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate

Scholar from Taiwan Public Governance Research Center (TPGRC)		
Name	Position Title	Identification
Dr. Ching-Peng Peng	Research Fellow of TPGRC; Associate Professor of Department of Political Science National Taiwan University; Associate Research Fellow of Institute of European and American Studies, Academia Sinica	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
Dr. Tze-Luen Lin	Research Fellow of TPGRC; Assistant Professor of Department of Political Science, National Taiwan University	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
Dr. Yu-Ying Kuo	Research Fellow of TPGRC; Associate Professor and Chair of Department of Public Policy and Management, Shih Hsin University	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
Dr. Fisher (Ssu-Ming) Chang	Research Fellow of TPGRC; Professor and Chief Secretary of Public Administration and Policy, National Taipei University	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
Dr. Chaomeng James Huang	Research Fellow of TPGRC; Professor, Department of Public Administration and Policy; Director, Public Opinion and Election Research Center, National Taipei University	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
Dr. Yuan-Che Luke Hsiao	Research Fellow of TPGRC; Associate Professor of Department of Public Policy & Management, I-Shou University	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
Staff from Research, Development and Evaluation Commission (RDEC)		
Ms. Wen-Lan Chang	Deputy Director, Department of Research and Development	
Ms. Joanne Yang	Senior Executive Officer, Department of Research and Development	
Mr. Yen-Pin Fan	Senior Executive Officer, Department of Research and Development	
Mr. Yu-Te Lee	Section Chief, Department of Research and Development	
Ms. Fang-Ru Lin	Section Chief, Department of Research and Development	
Ms. Tzu-Hwa Hwang	Executive Officer, Department of Research and Development	
Mr. Yi-Ming Wu	Specialist, Department of Research and Development	
Mr. Hn-Lan Lin	Specialist, Department of Research and Development	
Ms. Ya-Wen Lu	Specialist, Department of Research and Development	
Ms. Ariel Lin	Associate Researcher, Department of Research and Development	
Ms. Lillian Chao	Deputy Director, Department of Planning	
Mr. Hai-Hsiung Chen	Senior Executive Officer, Department of Planning	
Ms. Yun-Lin Lai	Section Chief, Department of Planning	
Ms. Tina Chen	Section Chief, Department of Planning	
Mr. Jung-Chih Huang	Section Chief, Department of Planning	
Ms. Shu-Shing Lin	Specialist, Department of Planning	
Mr. Wen-Sheng Yih	Specialist, Department of Planning	
Ms. Lin-Chun Huang	Specialist, Department of Planning	
Mr. Nai-Yuan Shih	Specialist, Department of Planning	
Ms. Yen-Ju Chen	Specialist, Department of Planning	
Ms. Show-Lan Chiu	Specialist, Department of Planning	
Ms. Huei-Ru Hung	Specialist, Department of Planning	
Mr. Cheng-Shiu Chiou	Specialist, Department of Planning	
Mr. Wun-Yuh Lee	Deputy Director, Department of Supervision and Evaluation	
Ms. Chung-Chen Huang	Senior Specialist, Department of Supervision and Evaluation	
Ms. Mei-Yun Wu	Section Chief, Department of Supervision and Evaluation	
Mr. Bor-Sen Chang	Section Chief, Department of Supervision and Evaluation	

Staff from Research, Development and Evaluation Commission (RDEC)	
Mr. Chuan-Chun Fu	Executive Officer, Department of Supervision and Evaluation
Mr. Bor-Shiuan Weng	Specialist, Department of Supervision and Evaluation
Ms. Sandy Chien	Specialist, Department of Supervision and Evaluation
Ms. Wei-Ru Chen	Specialist, Department of Supervision and Evaluation
Mr. Ching-Chao Cheng	Specialist, Department of Supervision and Evaluation
Ms. Shu-Hua Sheng	Associate Researcher, Department of Supervision and Evaluation
Mr. Hong-Wei Jian	Senior Systems Analyst, Department of Information Management
Mr. Cheng-Ming Wang	Section Chief, Department of Information Management
Mr. Shyh-Tian Tsai	Section Chief, Department of Information Management
Mr. Lan-Yao Yang	Systems Analyst, Department of Information Management
Ms. Chia-Chi Lin	Section Chief, Department of Regional Affairs
Ms. Huei-Wen Wong	Specialist, Department of Regional Affairs
Mr. Cheng-Jia Chen	Director, Secretariat
Ms. Cheau-Lian Tsay	Section Chief, Secretariat
Ms. Mei Ling Su	Specialist, Secretariat
Mr. Chih-Yuan Lee	Officer, Secretariat
Ms. Ying-Ying Wu	Officer, Secretariat
Mr. Li Lu	Director, Civil Service Ethics Office
Mr. Shih-Chieh Lin	Director, Accounting Office
Ms. Shih-Miin Wu	Executive Officer, Accounting Office
Ms. Hsiao-Fei Chou	Officer, Accounting Office

Part II : Document Pack



**Asia-Pacific
Economic Cooperation**

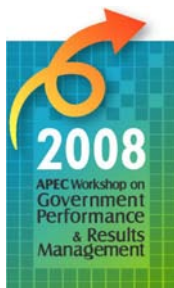
2008/EC/WGPRM/001

Agenda Item:001

Performance Management: It's the Results that Count

Purpose: Information

Submitted by: The Honourable Jocelyne Bourgon



**Workshop on Government Performance &
Results management**

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

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)

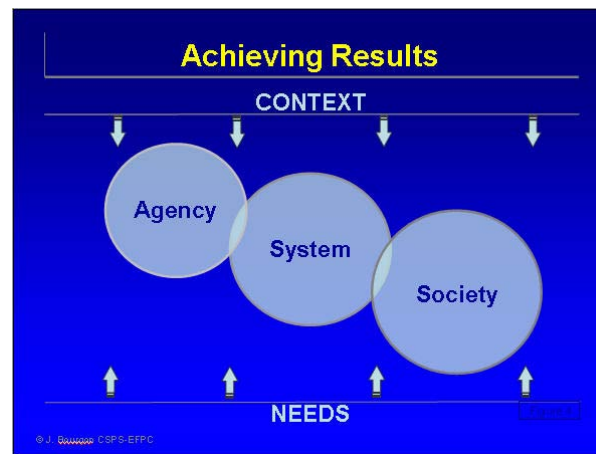
Performance management systems should recognize that different users have different information needs

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:

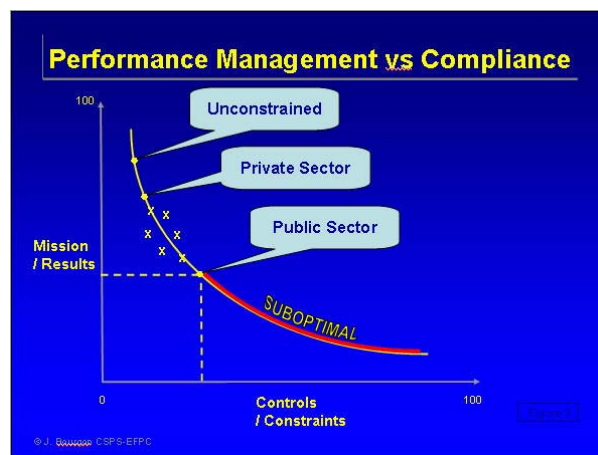
- In Government how you do things is sometimes as important as what you do. Some controls are fundamental in a public sector setting (e.g. respect for the law, democratic values, etc.) These requirements are not negotiable, they apply to all public organizations, and compliance is ensured through *process 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.

References

- Aucoin, P. (2001), “Comparative Perspectives on Canadian Public Service Reforms in the 1990s. Office of the Auditor General (Ottawa).
- Barzelay, M. and Armajani, B.J. (1997), “Innovations in the Concept of Government Operations: A New Paradigm for Staff Agencies” in *Innovations in American Government*, Brookings Institutions Press (Washington, D.C.); 119-25
- Behn, R. (1988), “Management by Groping Along”, *Journal of Policy Analysis and Management*, Vol.7, Association for Public Policy Analysis and Management, Wiley and Sons; 645-51
- Bouckaert, G. and Halligan, J. (2006), “Performance: its Measurement, Management, and Policy”, in B.G. Peters and J. Pierre (eds), *Handbook of Public Policy* (London: Sage); 443-46
- Bouckaert, G. and Halligan, J. (2008), “Managing Performance International Comparisons”, *Routledge, Taylor and Francis* (New York); 15-34
- Bourgon, J. ((forthcoming), “Why Should Governments Engage Citizens in Service Delivery and Policy-Making”, *OECD Symposium, Open and Inclusive Government*, Oct.2007, (Paris).
- Bourgon, J.(2007), “Responsive, responsible and respected government: towards a New Public Administration theory”, *International Institute of Administrative Sciences*, Vol. 73, Number 1.
- Browne, A. and Wildausky, A. (1984), “Implementations as Exploration” in *Implementation*, J. Pressman and A. Wildausky, University of California Press, (California, London) 234
- Callahan, K. (2007), “Elements of Effective Governance: Measurement, Accountability and Participation”, *Taylor and Francis*
- Christensen, T. and Laegreid, P. (2007), “Transcending New Public Management, The Transformation of Public Sector Reforms”, *Ashgate Publishing Limited* (Hamshire: Burlington).
- Christensen, T. and Laegreid, P. (2007), “Still Fragmented Government so Reassertion of the Centre?” in *Transcending New Public Management*, *Ashgate Publishing Limited* (Hamshire, Burlington); 33, 18-25.
- Cook, A.-L. (2004), “Managing for Outcomes” in the *New Zealand Public Management Systems*, Working Paper 04/15 New Zealand Treasury (Wellington); 8

Gregory, R. (2007), “New Public Management and the Ghost of Max Weber: Exorcized or Still Haunting?” in T.Christensen and P. Laegreid (eds) *Transcending New Public Management*, Ashgate Publishing Limited (Hamshire: Burlington); 232-33.

Halligan, J. (2007), “Reform Design and Performance in Australia and New Zealand”, in T. Christensen and P. Laegreid (eds), *Transcending New Public Management*, Ashgate Publishing Limited (Hamshire: Burlington); 44 – 64.

Heinrich, C. (2007), “Evidence-based Policy and Performance Management; Challenges and Prospects in Two Parallel Movements”, *The American Review of Public Administration*, Vol. 37, Number 3, 255-77.

Ho, A. (2007), “Exploring the Roles of Citizens in Performance Measurement”, *International Journal of Public Administration*, Vol. 30, Routledge Taylor and Francis Group (on line); 1157-63.

Kelman, S. (unpublished), “The Kennedy School of Research on Innovations in Government” in *Innovations in Government, Research, Recognition and Replication*, Brookings Institution Press (Washington, D.C.); 29-35

Kettl, D. (2002), “The Transformation of Governance, Public Administration for Twenty-First Century America”, *The Johns Hopkins University Press* (Baltimore) 26-49.

Kettl, D. (2005), “The Global Management Revolution”, 2nd edition, *Brookings Institute Press* (Washington).

Levin, M. and Sanger, M. (1994), “Making Government Work: How Entrepreneurial Executives Turn Bright Ideas into Real Results”, *Jossey-Bass Publisher*, (San Francisco)

Majone, G. and Wildausky, A. (1984), “Implementation and Evolution” in *Implementation*, *University of California Press* (London), 163-81, 177.

Moore, M. and Khagram, S. (2004), *On Creating Public Value; What Business Might Learn from Government about Strategic Management*, Harvard University John F. Kennedy School of Government, Working paper No.3

OECD, (1997), “Managing Across Levels of Government”, *OECD Website* (Paris)

OECD, (2007), “Participating Web and User created content: Web 2-0, Wikis and Social Networking”, *OECD website* (Paris)

Osborne, S. (2006), “The New Public Governance”, *Public Management Review*, Vol 8 Issue 3, *Taylor & Frances*.

Salamon, L. (2002), *The Tools of Government*, *Oxford University Press* (Oxford, New York); 1-18.

Thomas, P (2003), “Accountability: Introduction” in B.J. Peters and J. Pierre (eds), *Handbook of Public Administration*, (Mendried, Kergston: Sage)

Thomas, P. (2004), “Performance Measurement, Reporting and Accountability: Recent Trends and Future Directions”, The Saskatchewan Institute of Public Policy, Public Policy Paper Series, Policy Paper 23 (Regina); 3-10.

Try, D. and Radnor, Z. “Developing an Understanding of Results-based Management through Public Value Theory, *International Journal of Public Sector Management*, Vol 20, No. 7, 2007, 655-73.

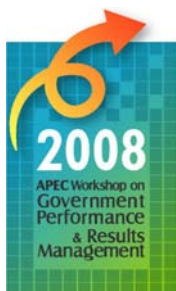


**Asia-Pacific
Economic Cooperation**

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 Revue 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

9



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

10



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

15



”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**

16



Conclusion

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

17



For further information



www.oecd.org/gov/budget

OECD Journal on Budgeting

jon.blondal@oecd.org

18

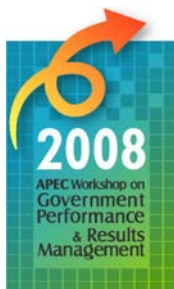


**Asia-Pacific
Economic Cooperation**

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

 Research, Development and Evaluation Commission



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.

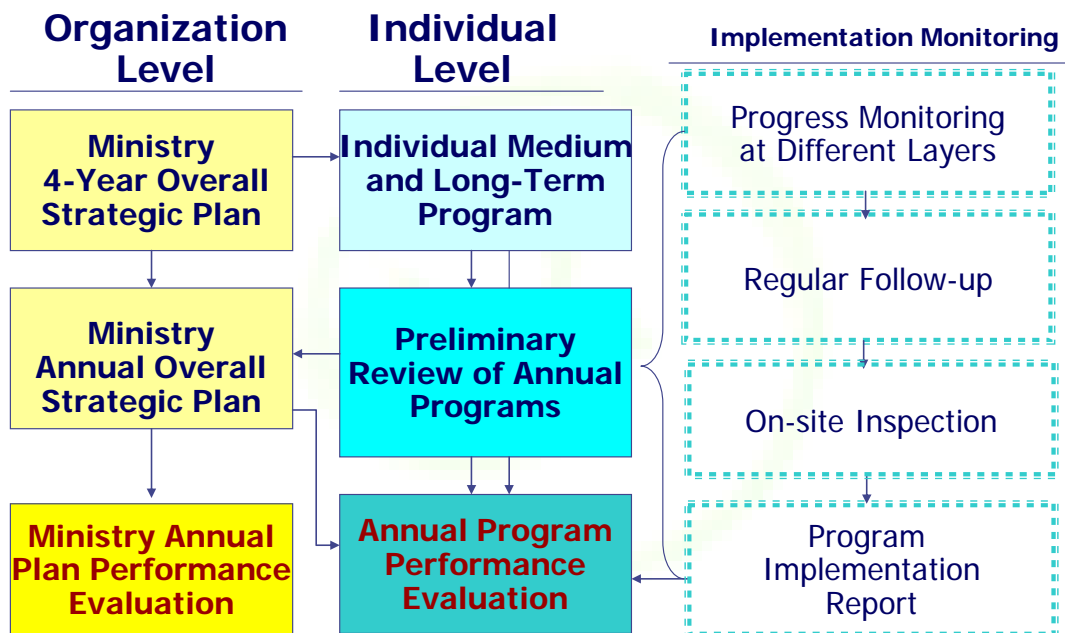


2. Government Plan/Program Performance Management Scheme

Research, Development and Evaluation Commission



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

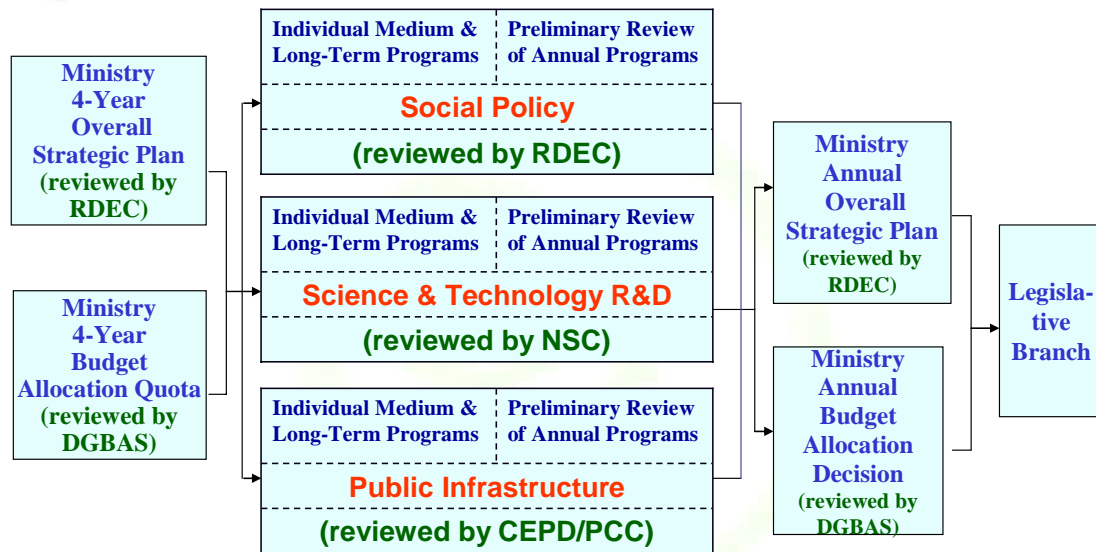


3

Research, Development and Evaluation Commission



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

4

Research, Development and Evaluation Commission



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

Research, Development and Evaluation Commission



3.1 Ministry Overall Strategic Plan Performance Management

Ministry 4-Year Overall Strategic Plan
(From Year X+1 to Year X+4)

X stands for the inauguration year



5

Research, Development and Evaluation Commission



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



6

Research, Development and Evaluation Commission





3.4 Strategic Goals and Performance Indicators



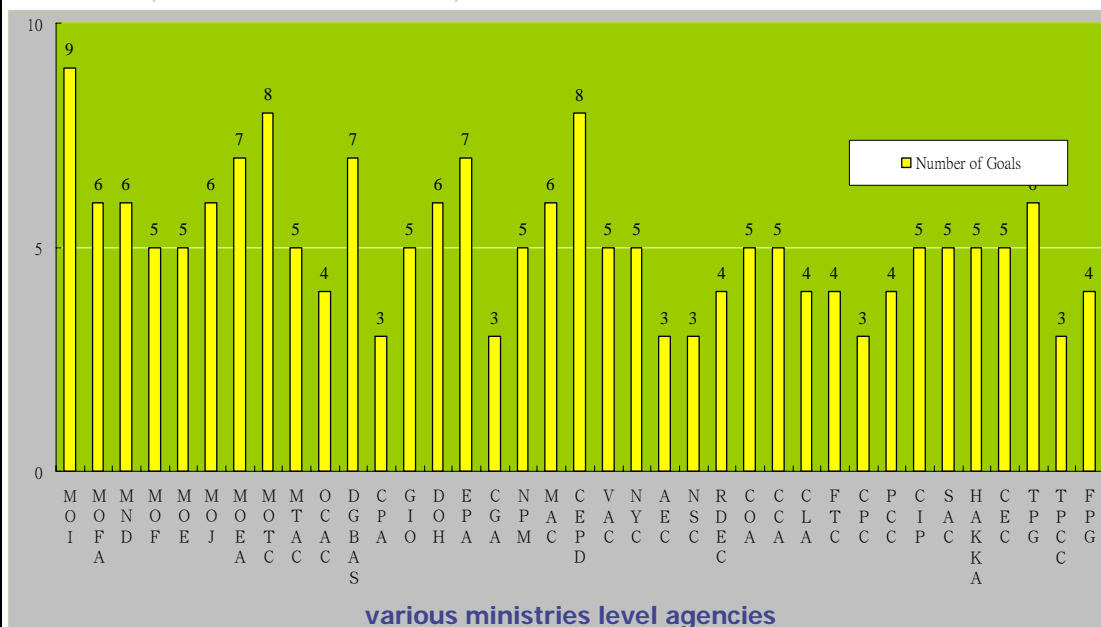
9

Research, Development and Evaluation Commission



Strategic Performance Goals of All Ministries

(for Business Dimension)



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

10

Research, Development and Evaluation Commission



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.



11

Research, Development and Evaluation Commission



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/processs/input-orieneted**.
- ◆ 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**.

12

Research, Development and Evaluation Commission



3.5 Revision of Ministry 4-Year Overall Strategic Plan

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

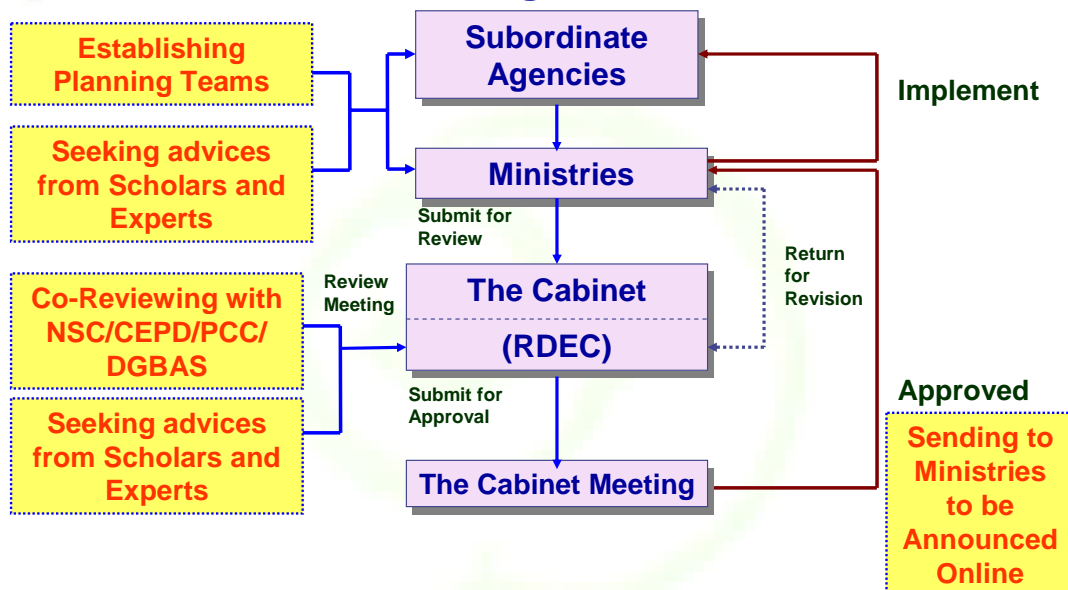
In line with the term of leader, ministries shall review and revise overall strategic plan for the next 4 years (YearX+1~YearX+4) during the inauguration year (Year X) of the leader.

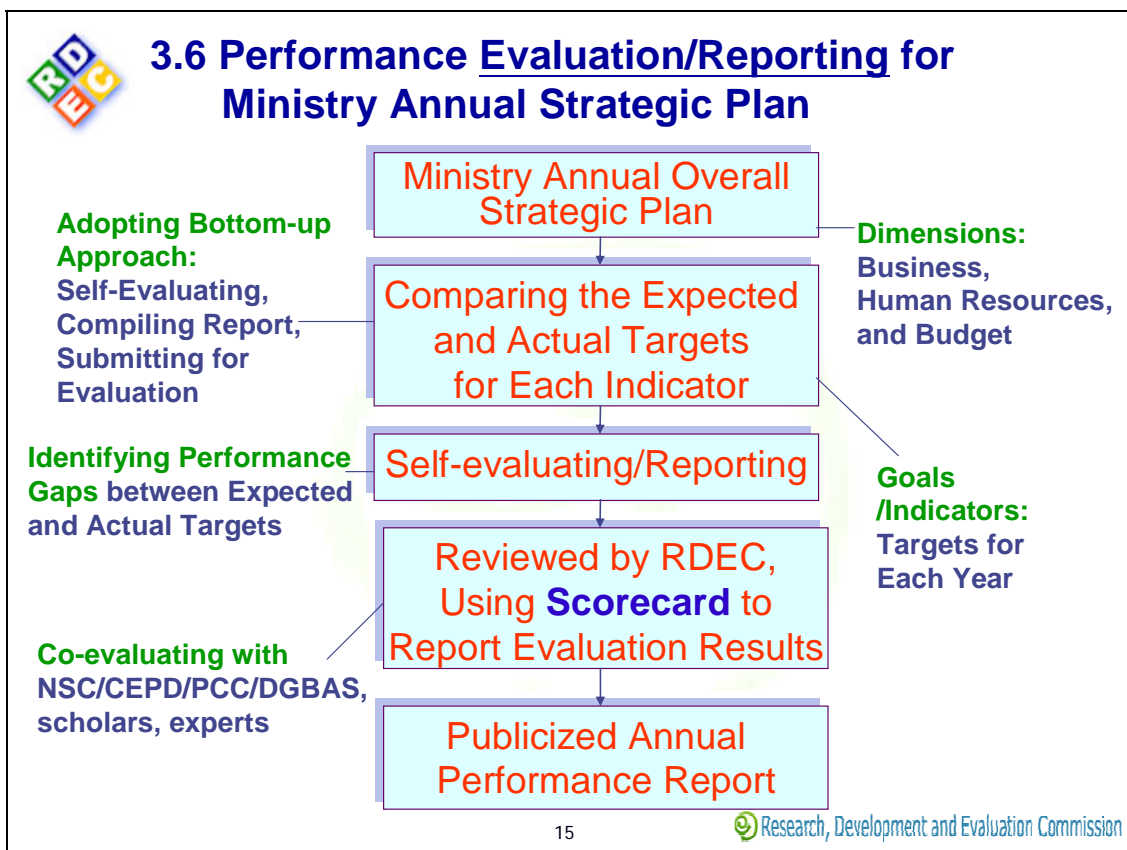
◆ Conduct the Revision Process in Q1 of Every Year

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

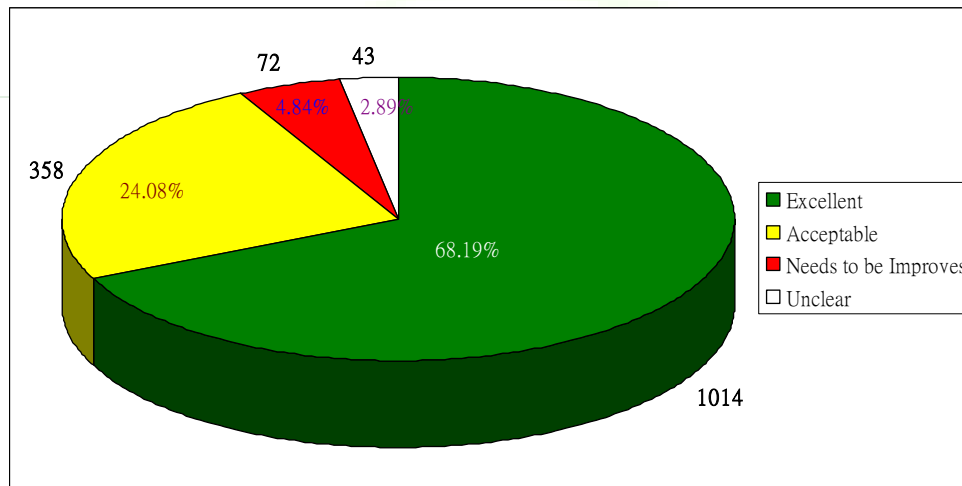
Status	Performance Rating	Evaluation Descriptions
★ Green	Excellent	1. Challenging goals 2. Goal obtainment rate is above 90%
▲ Yellow	Acceptable	1. Challenging goals 2. Goal obtainment rate is under 90% but still above 80%
● Red	Needs to be improved	1. Proven lapses in implementation efforts 2. Goal 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

16 Research, Development and Evaluation Commission



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:



17

Research, Development and Evaluation Commission



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

18

Research, Development and Evaluation Commission



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	★
	...			

19

Research, Development and Evaluation Commission



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
	...				

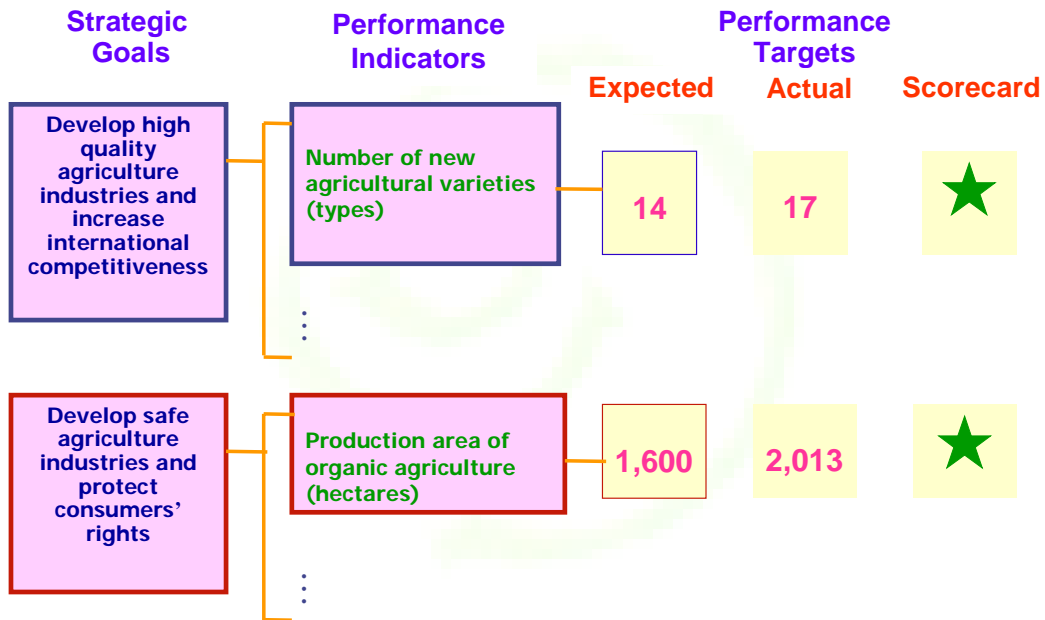
20

Research, Development and Evaluation Commission



CASE 2: Council of Agriculture - Plan Evaluation Results

Using year 2007 as an example



21

Research, Development and Evaluation Commission

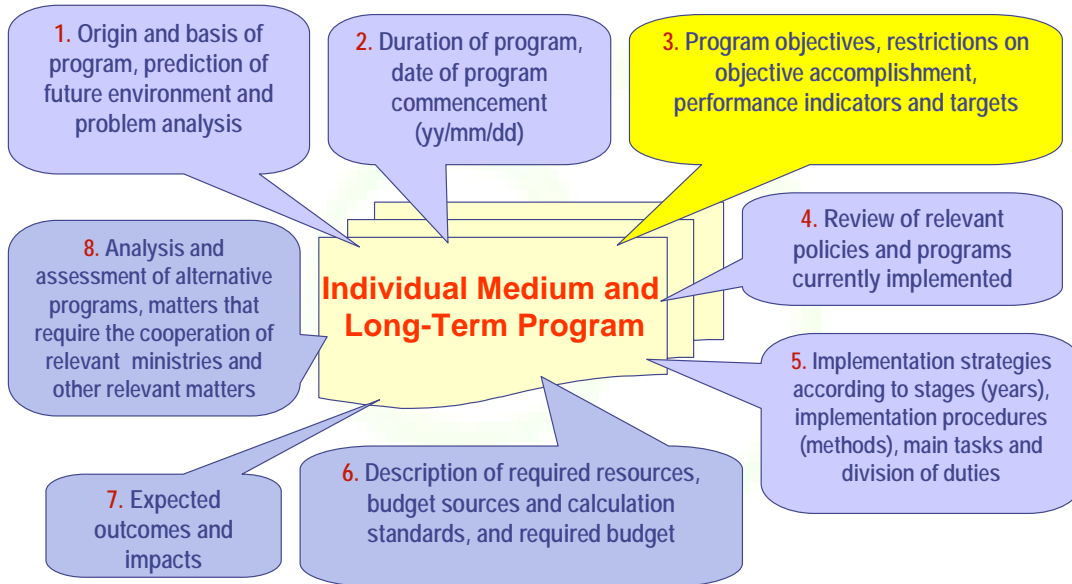


4. Individual Medium and Long-Term Program Review and Evaluation

Research, Development and Evaluation Commission



4.1 Formats of Individual Medium and Long-Term Program

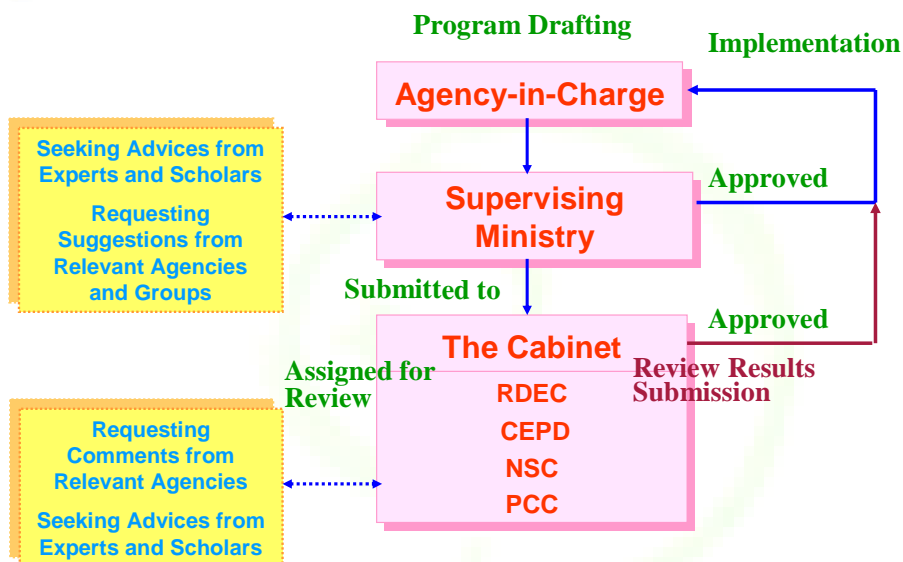


22

Research, Development and Evaluation Commission



4.2 Drafting and Reviewing Procedures for Program

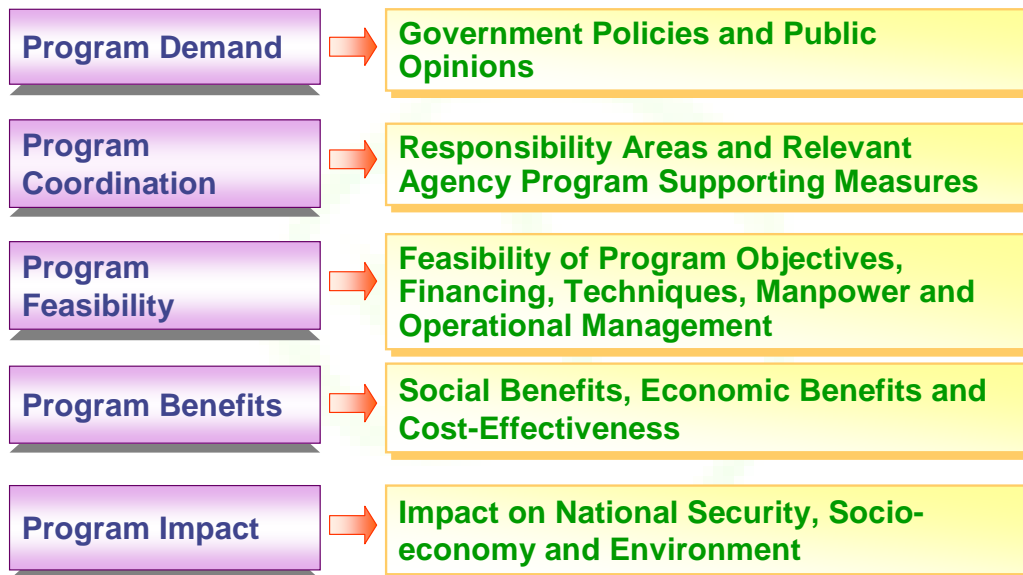


23

Research, Development and Evaluation Commission



Criteria for Reviewing Individual Medium and Long-Term Program



24

Research, Development and Evaluation Commission



4.3 Some Notes about Individual Medium and Long-Term Program

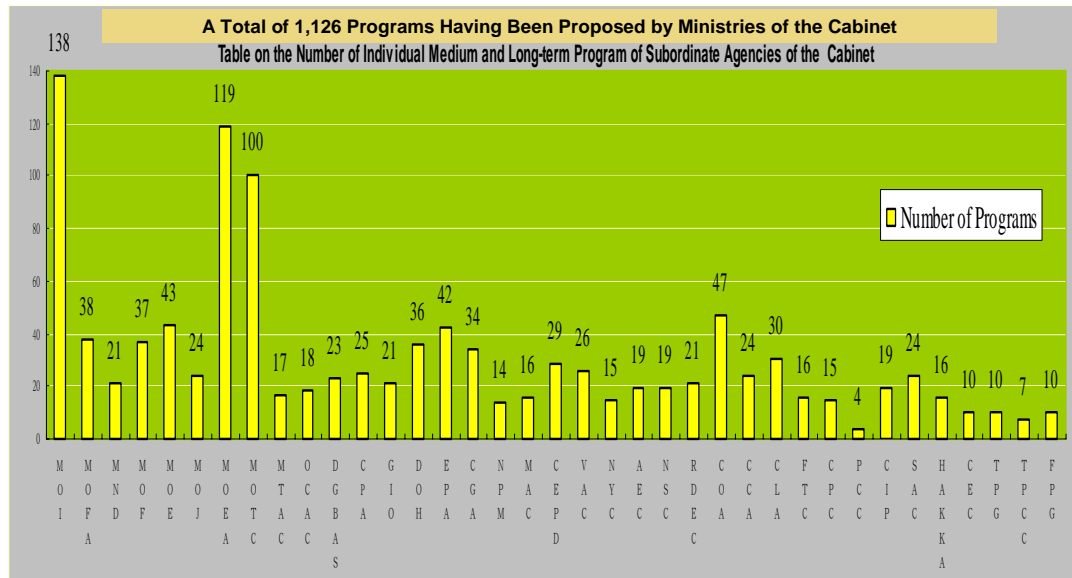
- Ministry programs are of course **part of** ministry overall strategic plan.
- Program's implementation will contribute to the accomplishment of ministry overall strategic goal.
- Programs are usually **2-6 Years** (2-6 Years as medium-term; over 6 Years as long-term).
- Programs are for specific purpose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

25

Research, Development and Evaluation Commission



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



various ministry level agencies

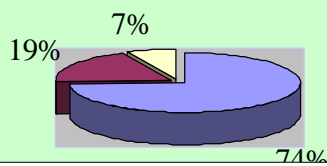
*Remark: Appendix accounts for Ministries' Abbreviation and Full Name

26

Research, Development and Evaluation Commission

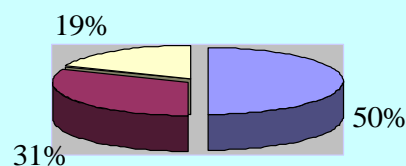


Percentage of Various Types of Programs of Ministries of the Cabinet



- Social Policy Programs
- Public Infrastructure Programs
- Science and Technology R&D Programs

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



- Social Policy Programs
- Public Infrastructure Programs
- Science and Technology R&D Programs

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%).

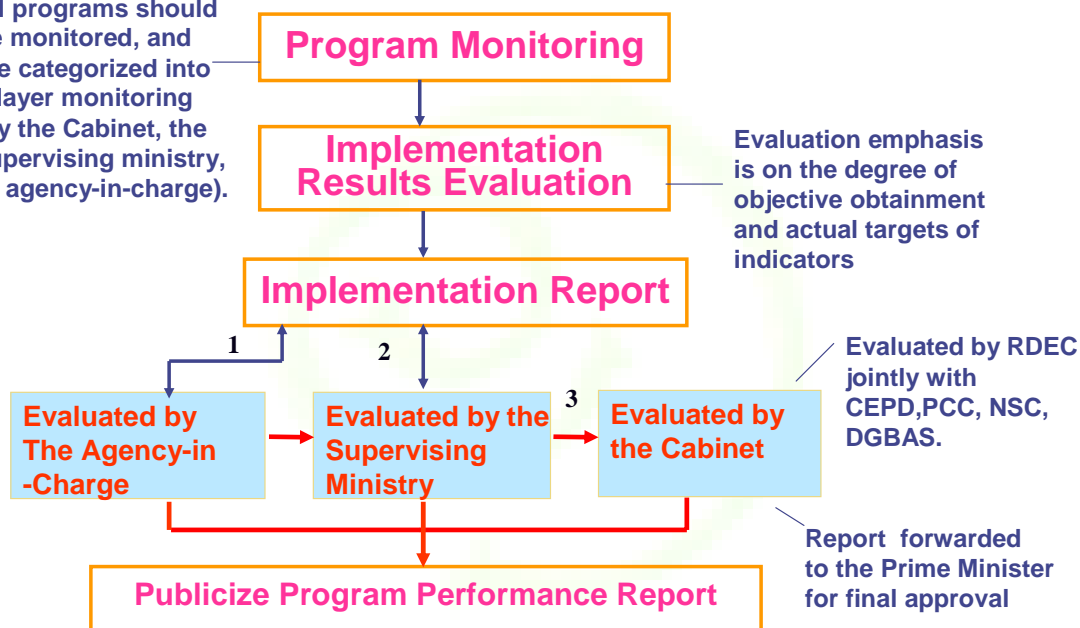
27

Research, Development and Evaluation Commission



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).

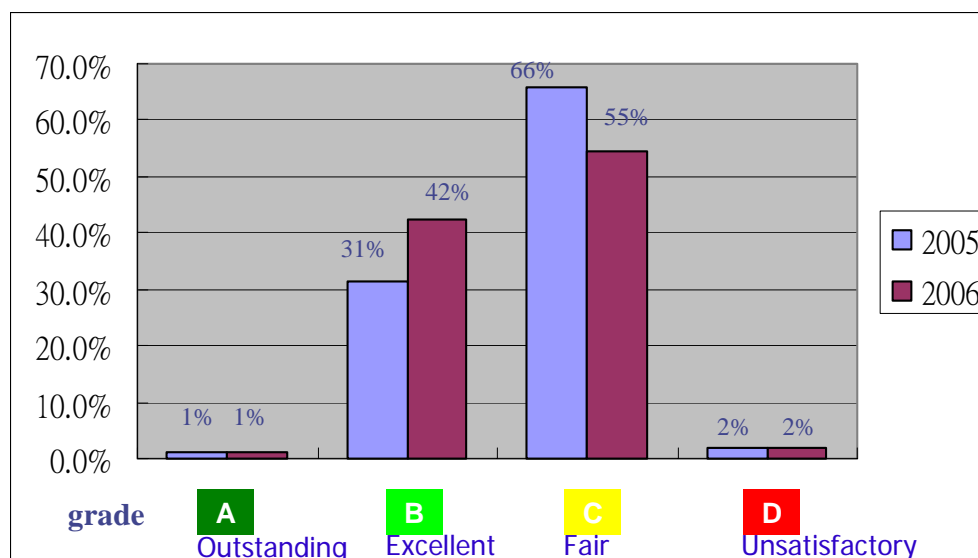


28

Research, Development and Evaluation Commission



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



29

Research, Development and Evaluation Commission



CASE 1: National Palace Museum - Program Evaluation Results

Under Strategic Goal #2,3

Strategic Goals	Program Name	Performance Indicators	Expected Target	Actual Target	Grade
#2 Academic research and exchange #3 Promotion of museum education	2007 National Palace Museum Digital Learning Program	National Palace Museum Digital Learning Demonstration Center : construction and system developments	Completion rate of system development is 100 %	85 %	B
		Preservation and maintenance of artifacts and traditional handicrafts	Completion rate of content development is 85%	85%	
		Satisfaction rate of beneficiaries or customers	Satisfaction rate is above 80%	75%	
		⋮			

30

Research, Development and Evaluation Commission



CASE 2: Council of Agriculture - Program Evaluation Results

Under Strategic Goal #1

Strategic Goals	Program Name	Performance Indicators	Expected Target	Actual Target	Grade
#1 Develop high quality agriculture industries and increase international competitiveness	Strengthen international marketing of agricultural products for 2007	Conduct publicity efforts for flagship products and develop international markets	Organize 15 professional exhibitions	15	A
		Study and develop quarantine technologies, and conduct market research, personnel training, and enrich export information	Conduct 2 R&D efforts, 1 information network, 3 market researches, and 8 personnel training sessions	12	
		Economic benefits	Exports grow by 5%	11%	
		⋮			

31

Research, Development and Evaluation Commission



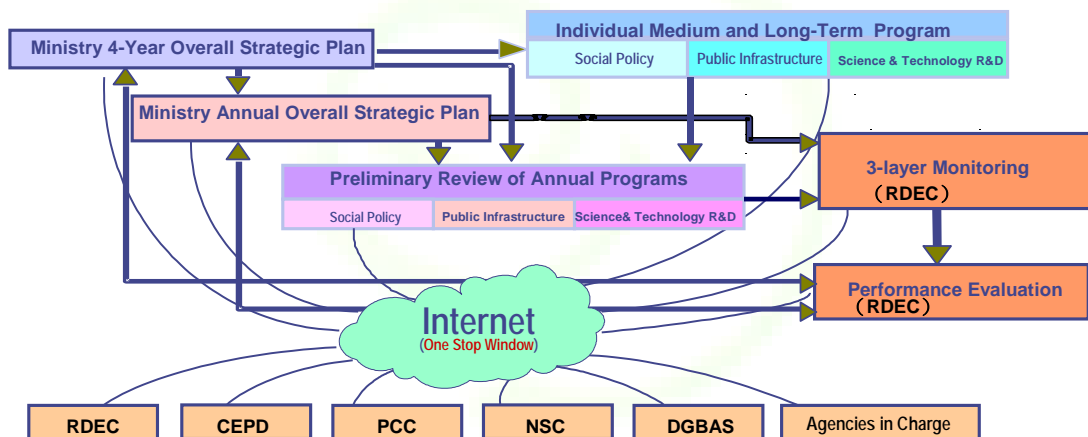
5. Web-based Government Plan/Program Performance Management (GPMnet)

Research, Development and Evaluation Commission



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**.



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
MOFA	Ministry of Foreign Affairs
MND	Ministry of National Defense
MOF	Ministry of Finance
MOE	Ministry of Education
MOJ	Ministry of Justice
MOEA	Ministry of Economic Affairs
MOTC	Ministry of Transportation and Communications
MTAC	Mongolian and Tibetan Affairs Commission
OCAC	Oversea Compatriot Affairs Commission
DGBAS	Directorate-General of Budget, Accounting, and Statistics
CPA	Central Personnel Administration
GIO	Government Information Office
DOH	Department of Health
EPA	Environmental Protection Administration
CGA	Coast Guard Administration
NPM	National Palace Museum
MAC	Mainland Affairs Council
CEPD	Council for Economic Planning and Development

VAC	Veterans Affairs Commission
NYC	National Youth Commission
AEC	Atomic Energy Commission
NSC	National Science Council,
RDEC	Research, Development, and Evaluation Commission
COA	Council of Agriculture
CCA	Council for Cultural Affairs
CLA	Council of Labor Affairs
FTC	Fair Trade Commission
CPC	Consumer Protection Commission
PCC	Public Construction Commission
CIP	Council of Indigenous Peoples
SAC	Sports Affairs Council
HAKKA	Council for Hakka Affairs
CEC	Central Election Commission
TPG	Taiwan Province Government
TPCC	Taiwan Provincial Consultative Council
FPG	Fukien Provincial Government



End of Briefing Cordially Presented

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

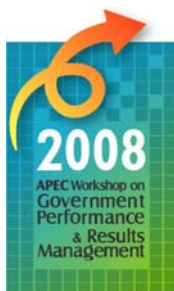


**Asia-Pacific
Economic Cooperation**

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 preceeding 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.



7

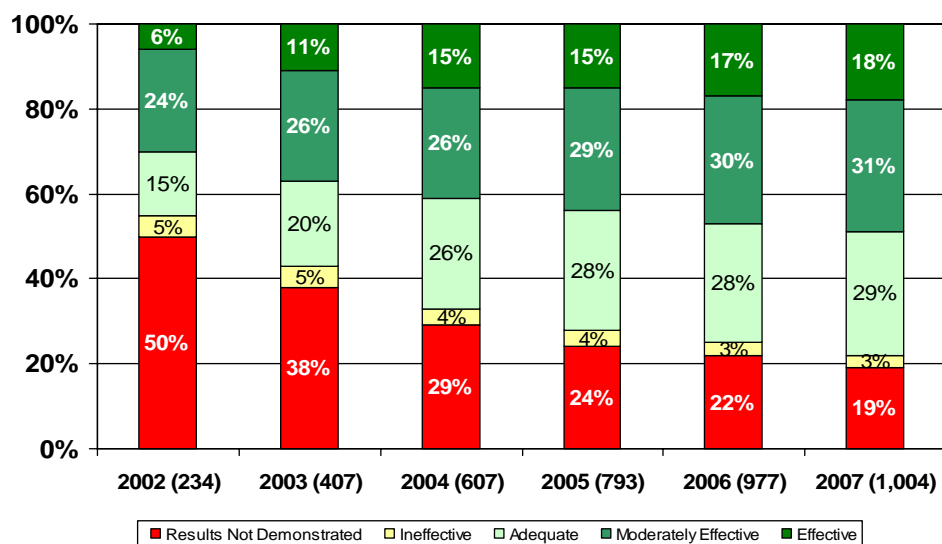
Performance Improvement Initiative President's Management Agenda Scorecard

	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	●	●	●	●	●	●	●	●	●	●



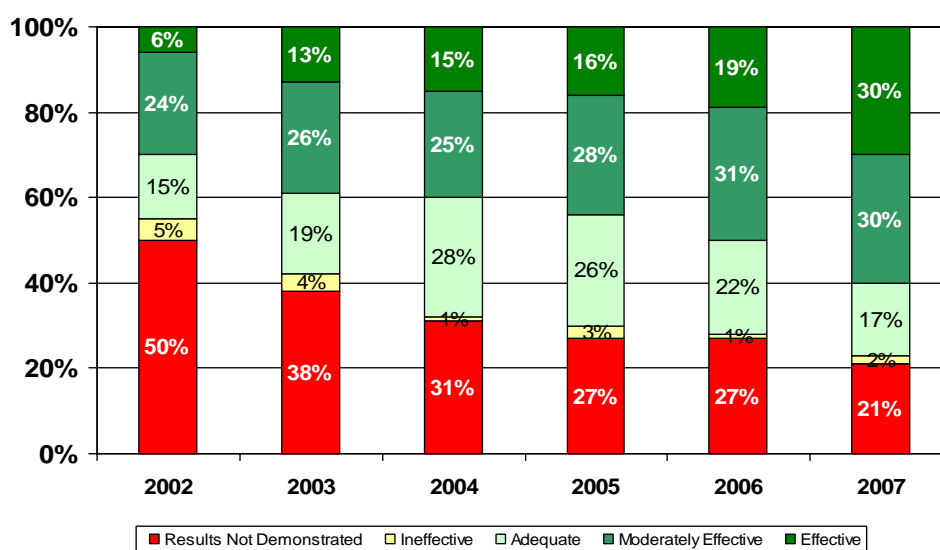
8

Cumulative Distribution of PART Ratings



9

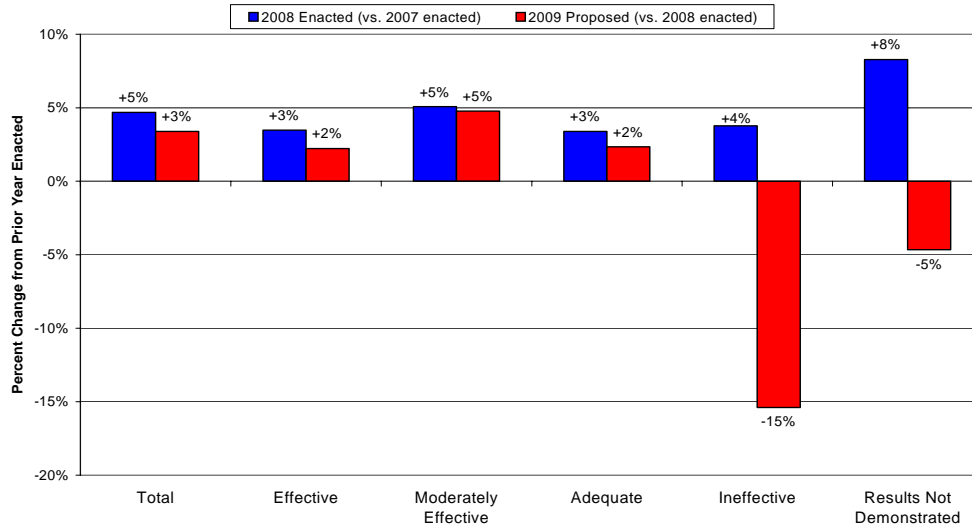
First PART Assessment Only Distribution of Ratings



10

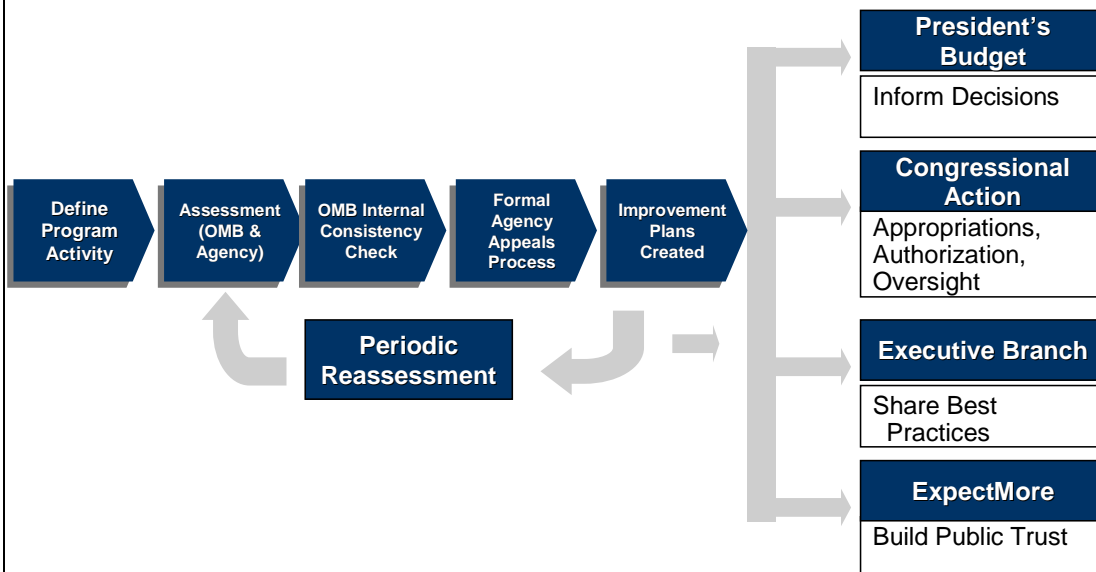
Program Funding by Effectiveness Rating

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.



21

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	Office of Management and Budget
Development OIG	Office of National Drug Control Policy
Department of the Interior	Office of Personnel Management
Department of Justice	Department of Veterans Affairs
Department of State	Pension Benefit Guarantee Corp.
Department of Veterans Affairs	Small Business Administration
Equal Opportunity Commission	Surface Transportation Board
Federal Trade Commission	U.S. Trade Representatives
General Services Administration	U.S. Agency for International Development
Merit System Protection Board	



22



**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).

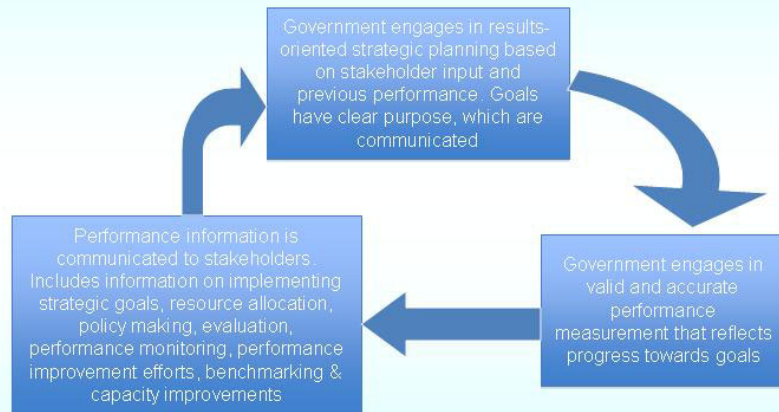
Planning & Setting Objectives in Managing for Performance

John Young
University of Canberra

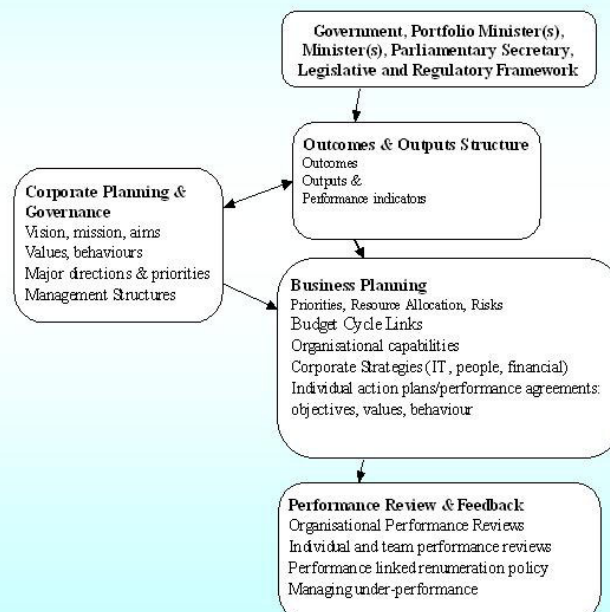
Purpose

- 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

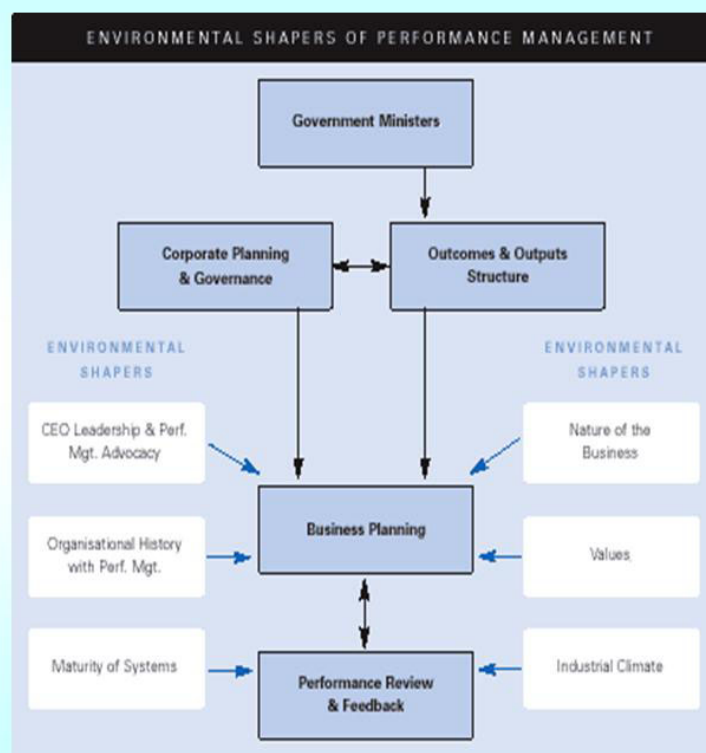
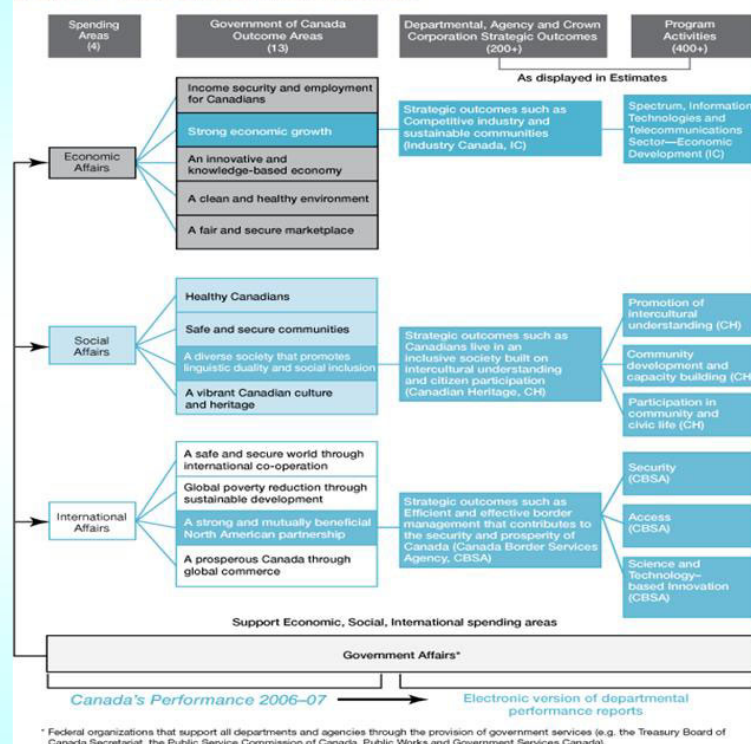


Figure 1.1—Whole-of-Government Framework



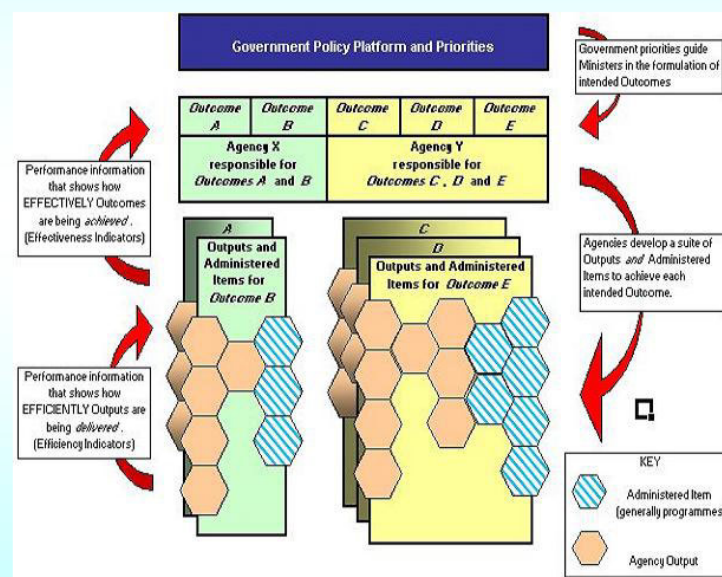
Focus on specific results or outcomes

- 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

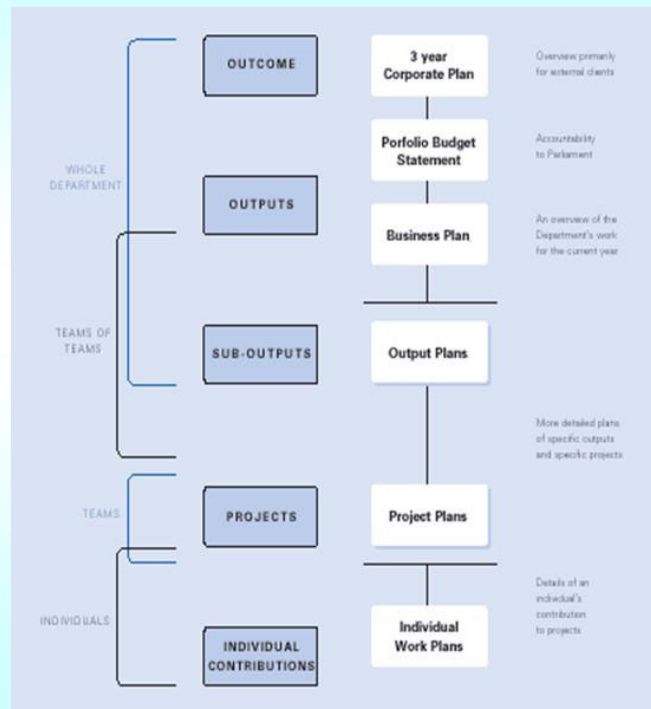
Outputs

- 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

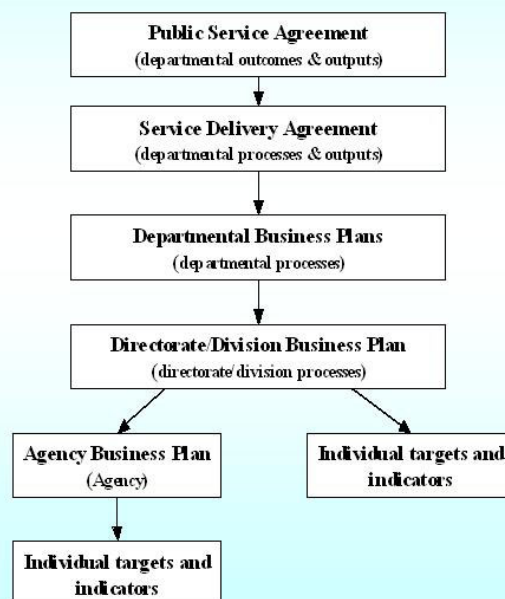
Outcomes & outputs framework in an agency context (Aust)



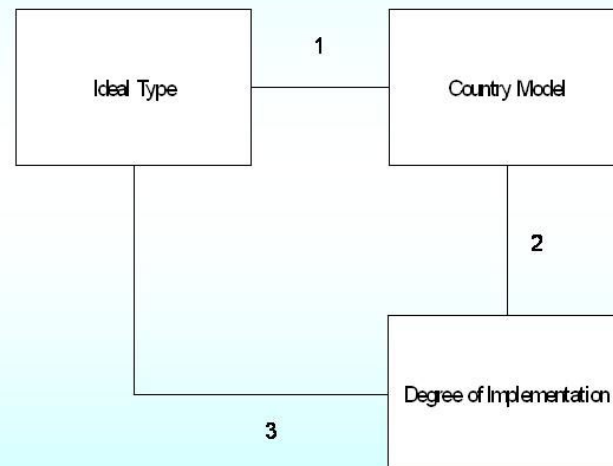
Agency performance management



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





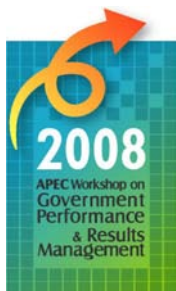
**Asia-Pacific
Economic Cooperation**

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

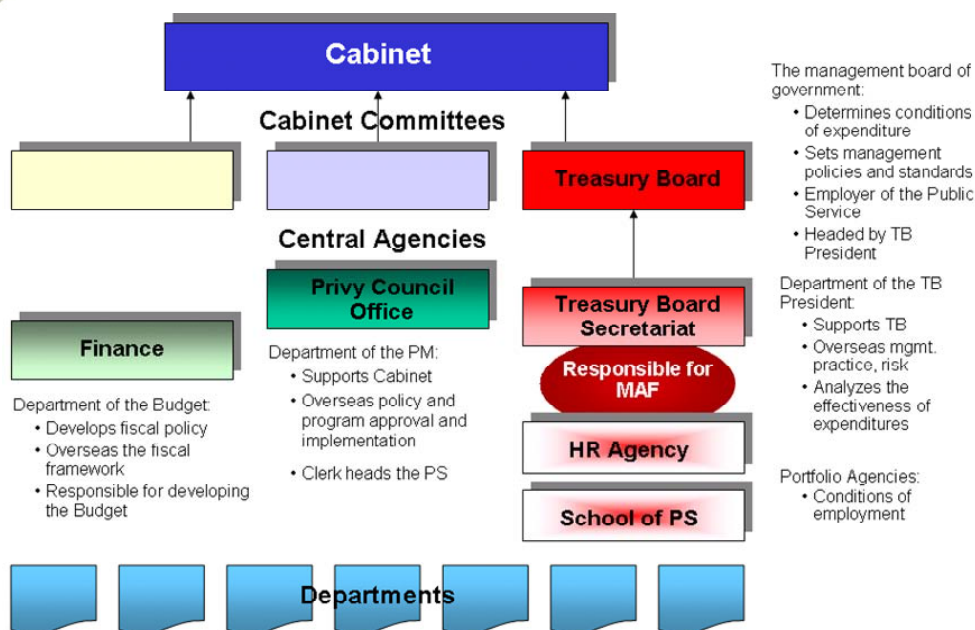
1



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...



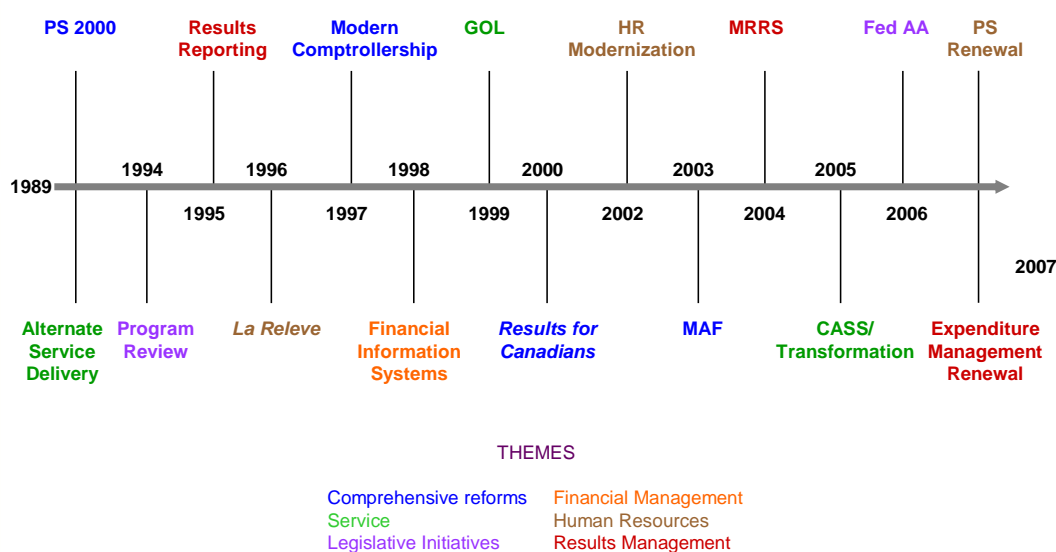
Treasury Board of Canada
Secrétariat

Secrétariat du Conseil du Trésor
du Canada

3

Canada

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



Treasury Board of Canada
Secrétariat

Secrétariat du Conseil du Trésor
du Canada

4

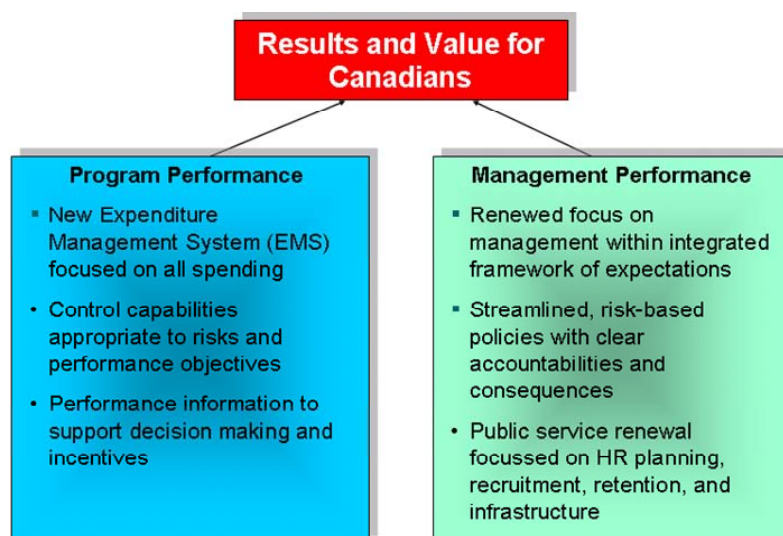
Canada

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 ...

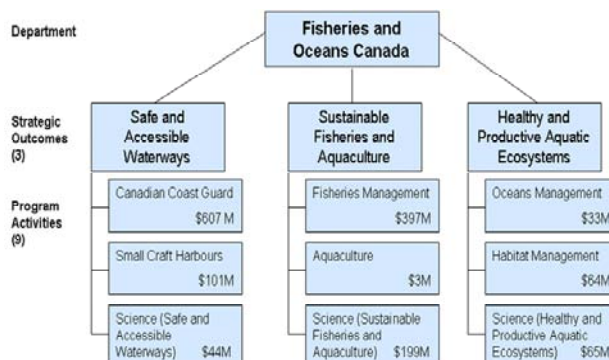
- Cabinet to examine all new spending proposals taking into account the funding and performance of existing programs.
- Departments expected to manage programs against planned results and formally evaluate programs.
- Treasury Board to lead a review of departments' program spending over a 4 year cycle 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



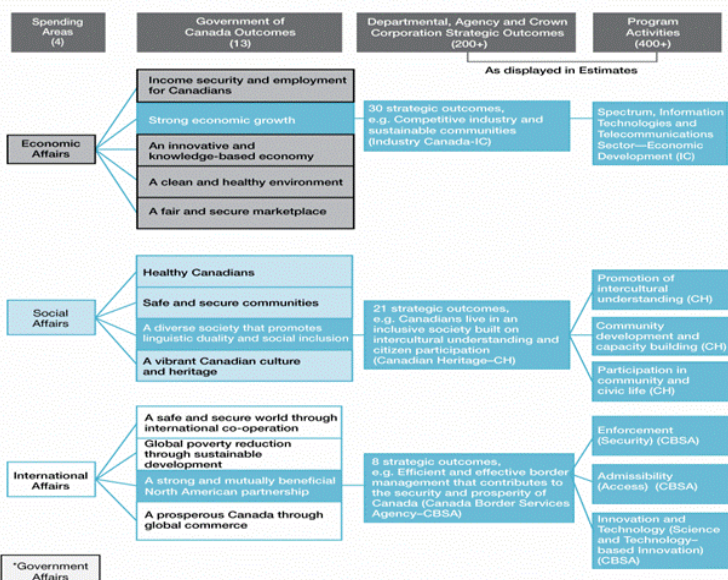
Treasury Board of Canada
Secrétariat

Secrétariat du Conseil du Trésor
du Canada

9

Canada

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.



Treasury Board of Canada
Secrétariat

Secrétariat du Conseil du Trésor
du Canada

10

Canada

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



Treasury Board of Canada
Secretariat

Secrétariat du Conseil du Trésor
du Canada

11

Canada

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.



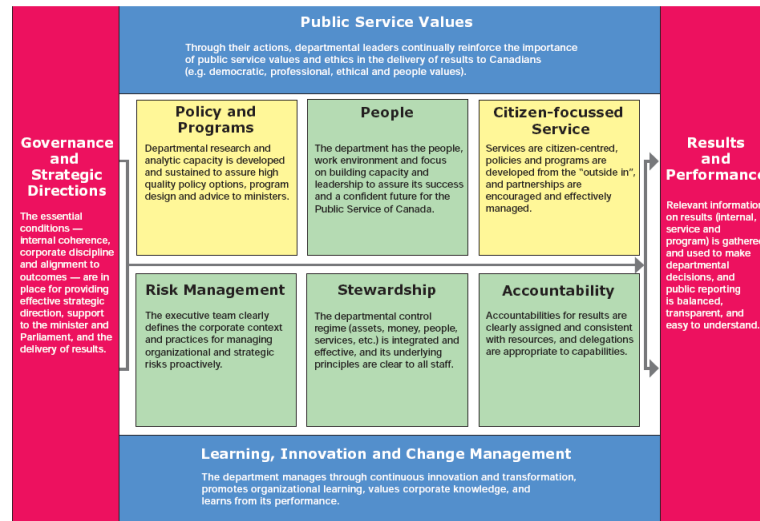
Treasury Board of Canada
Secretariat

Secrétariat du Conseil du Trésor
du Canada

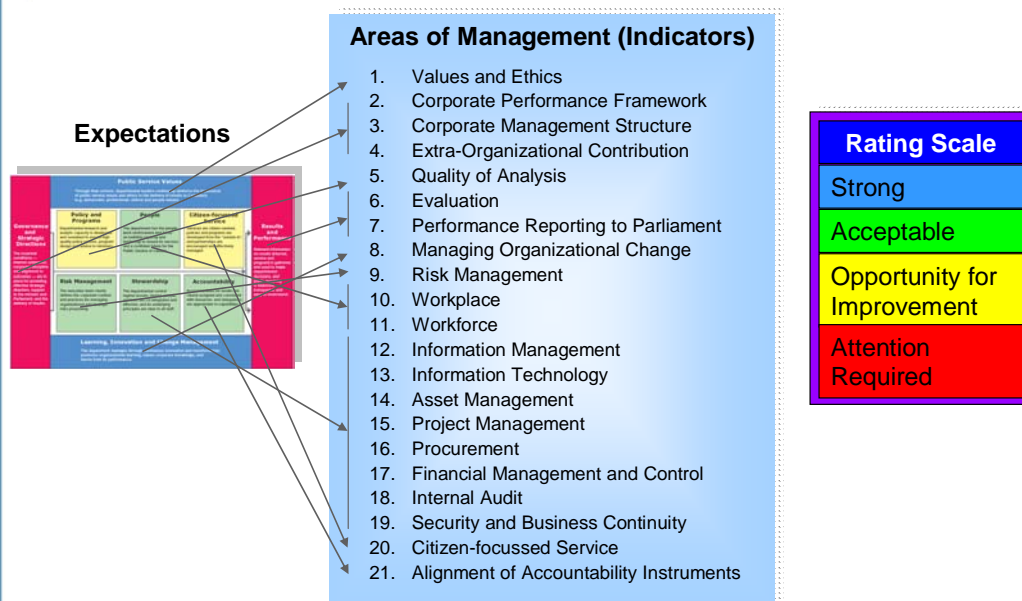
12

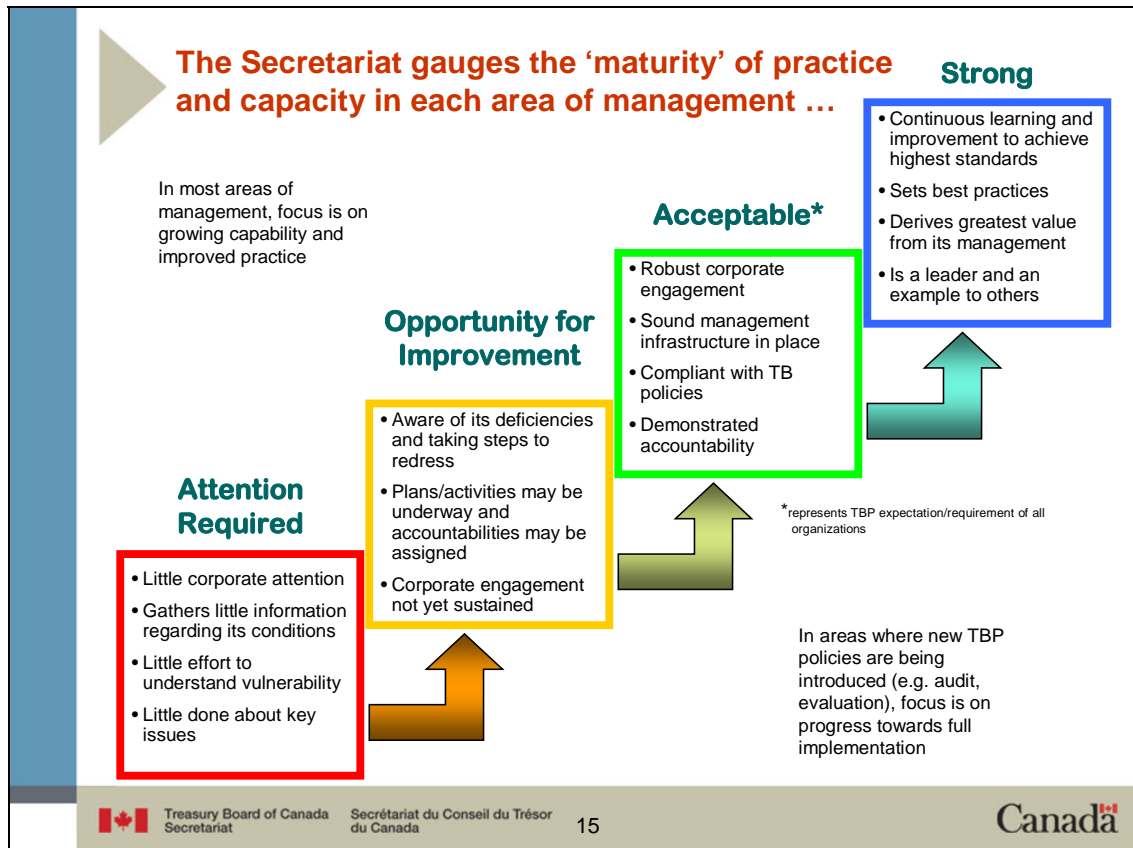
Canada

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 ...





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.

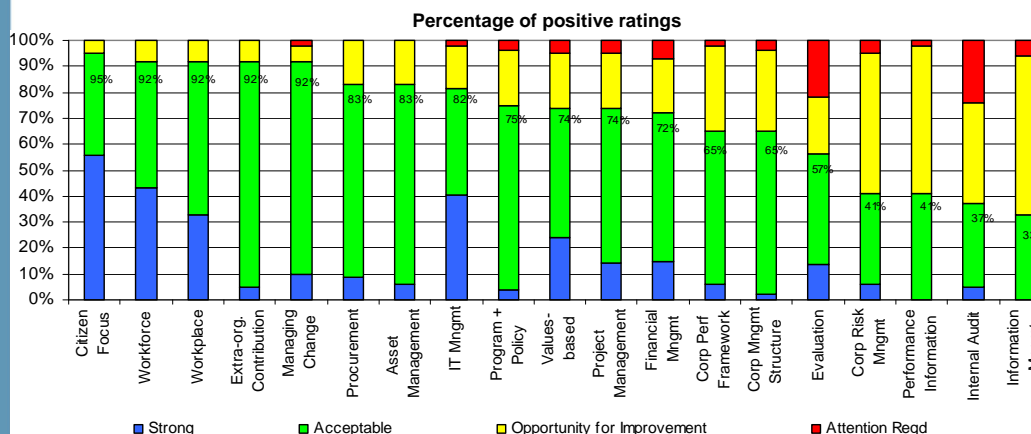
Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor du Canada

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:

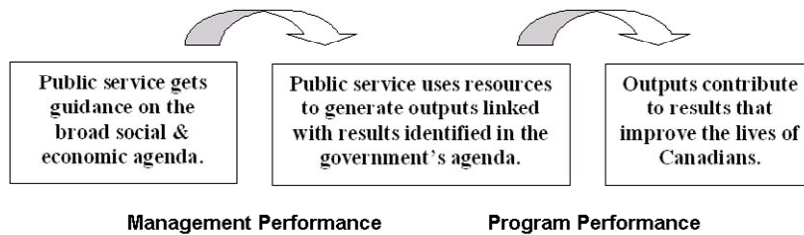
- Need for more integrated approaches to internal control linked to enterprise risk management.
- Continuing need to improve performance information systems and their linkages with financial systems.
- Need to strengthen the 'corporate core' in most departments, i.e. capacity to support the corporate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



Treasury Board of Canada
Secrétariat

Secrétariat du Conseil du Trésor
du Canada

19

Canada

Canada



**Asia-Pacific
Economic Cooperation**

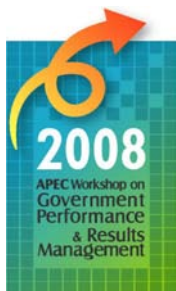
2008/EC/WGPRM/007

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

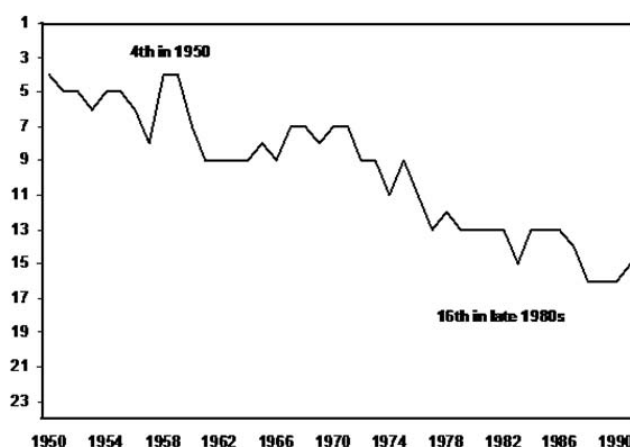
1. Australia's reform program

PRODUCTIVITY
COMMISSION

3

Fall of Australia's economic ranking

GDP per capita, world ranking



PRODUCTIVITY
COMMISSION

4

Scope of reform

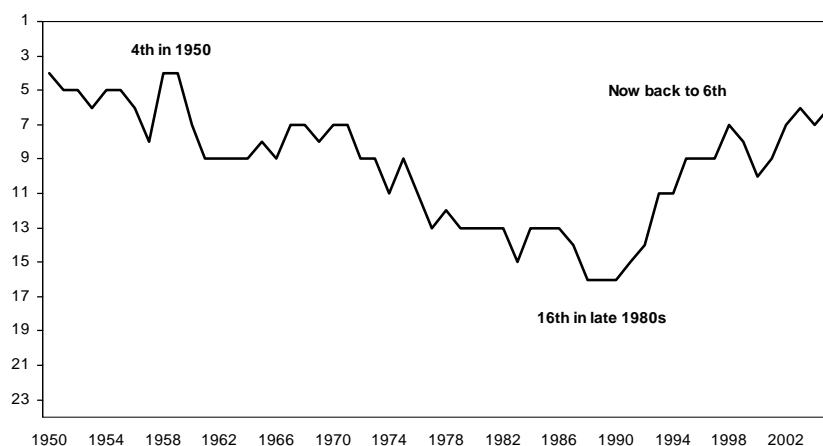
- Trade liberalisation
- Macroeconomic policy
- Taxation reform
- Capital markets
- **Infrastructure**
- **Government services**
- National Competition Policy reforms
- Labour markets

PRODUCTIVITY
COMMISSION

5

Rise of Australia's economic ranking

GDP per capita, world ranking



PRODUCTIVITY
COMMISSION

6

2. The Productivity Commission

PRODUCTIVITY
COMMISSION

7

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

PRODUCTIVITY
COMMISSION

8

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*

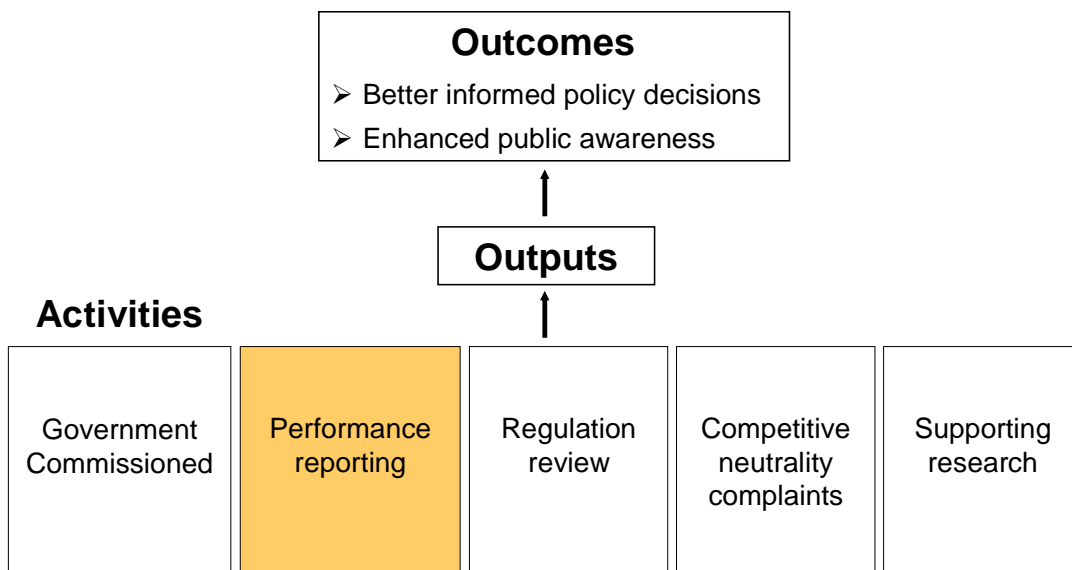
■ Community-wide perspective

- *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

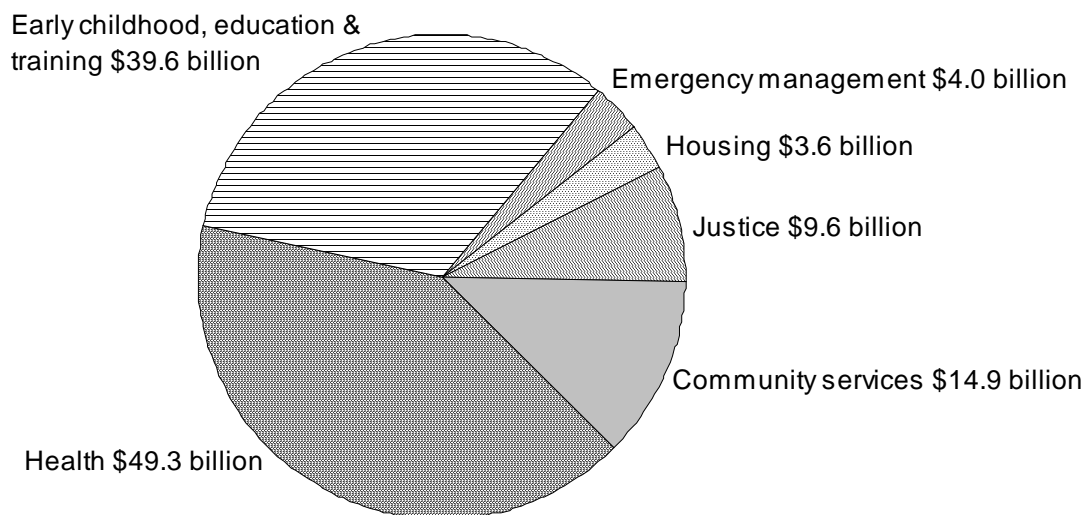


3. Performance monitoring

Performance reporting

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

Government services expenditure 2006-07



PRODUCTIVITY
COMMISSION

15

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*

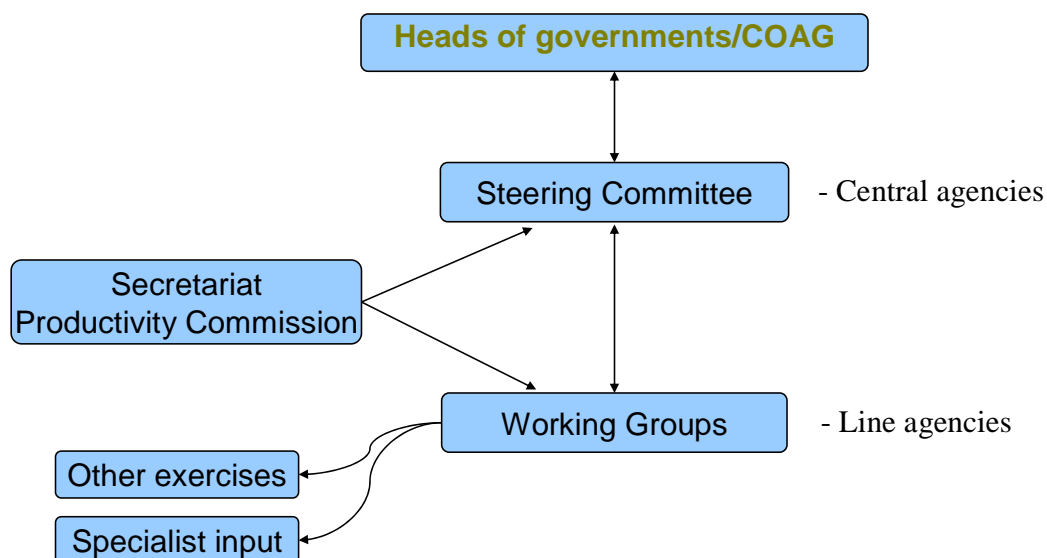
PRODUCTIVITY
COMMISSION

16

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

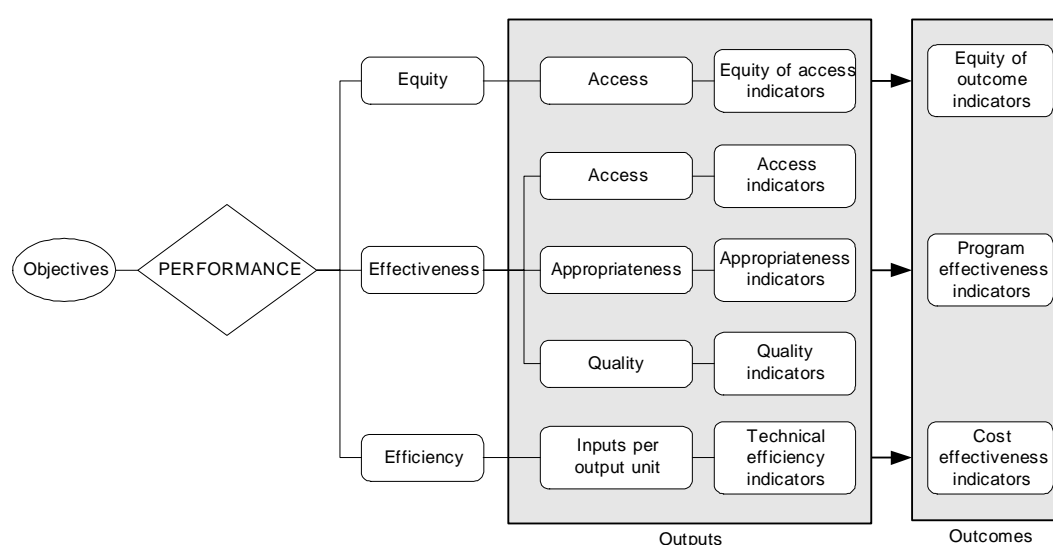
- Public hospitals
- Primary & community health
- Health management

Community Services

- Aged care
- Disability services
- Protection and support services

Housing

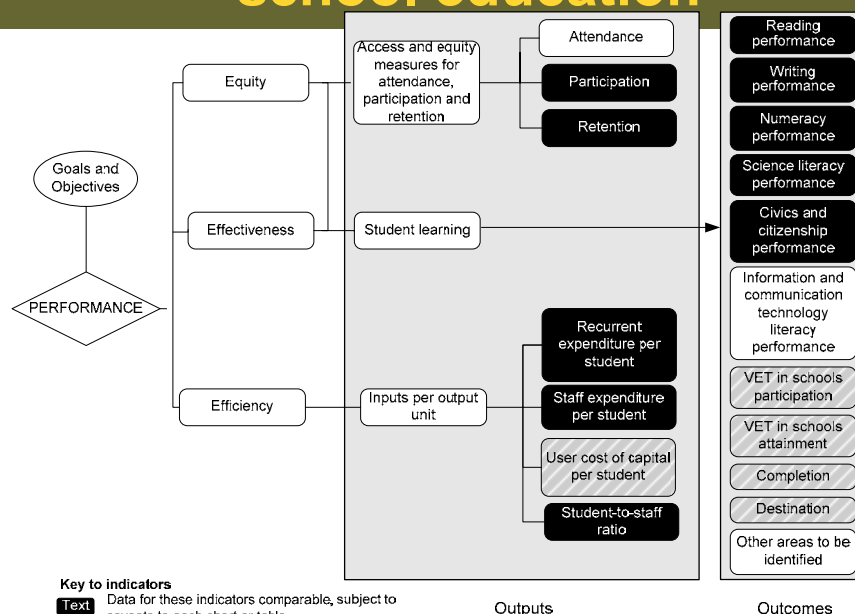
General performance indicator framework



Performance measurement : guiding principles

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

Example - performance indicators for school education



Key to indicators

Text Data for these indicators comparable, subject to caveats to each chart or table

Text Data for these indicators not complete or not directly comparable

Text These indicators yet to be developed or data not collected for this Report

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.



PERFORMANCE MANAGEMENT IN SINGAPORE'S PUBLIC SERVICE

William Yap
Director (Performance & Organisation)
Ministry of Finance, Singapore

March 2008

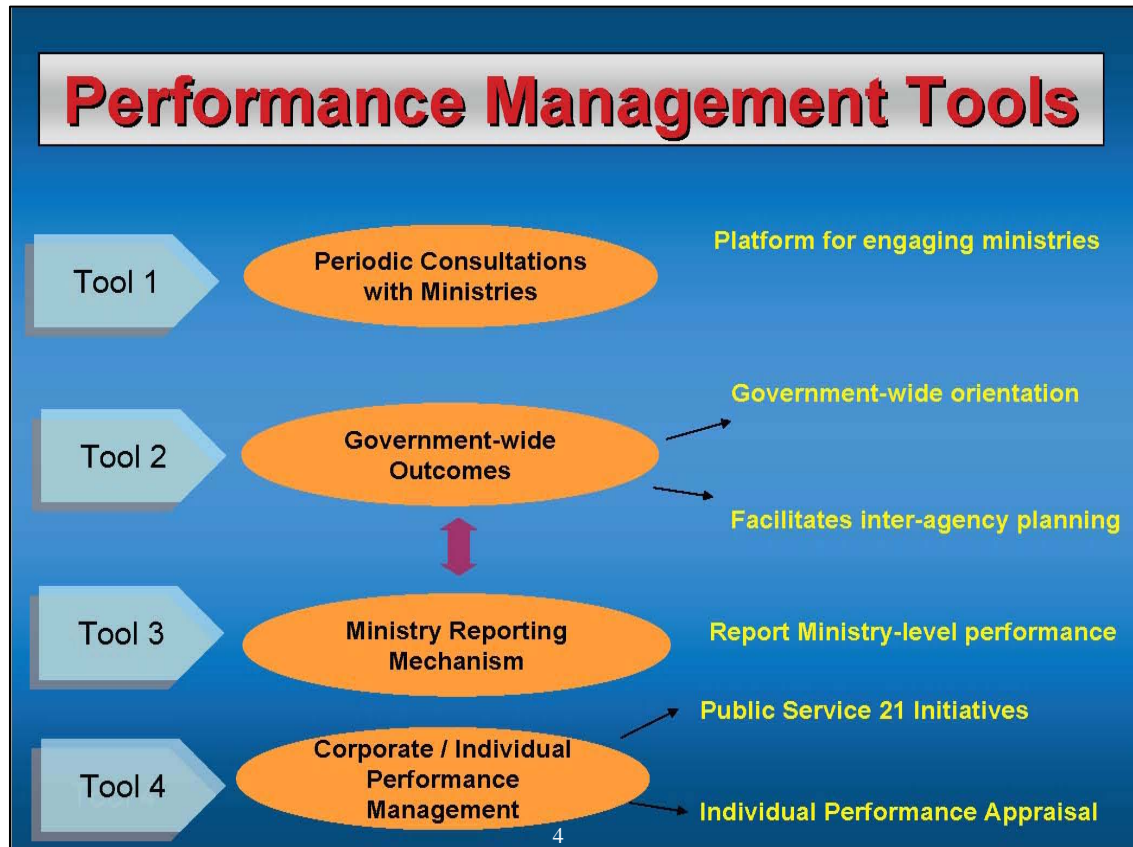
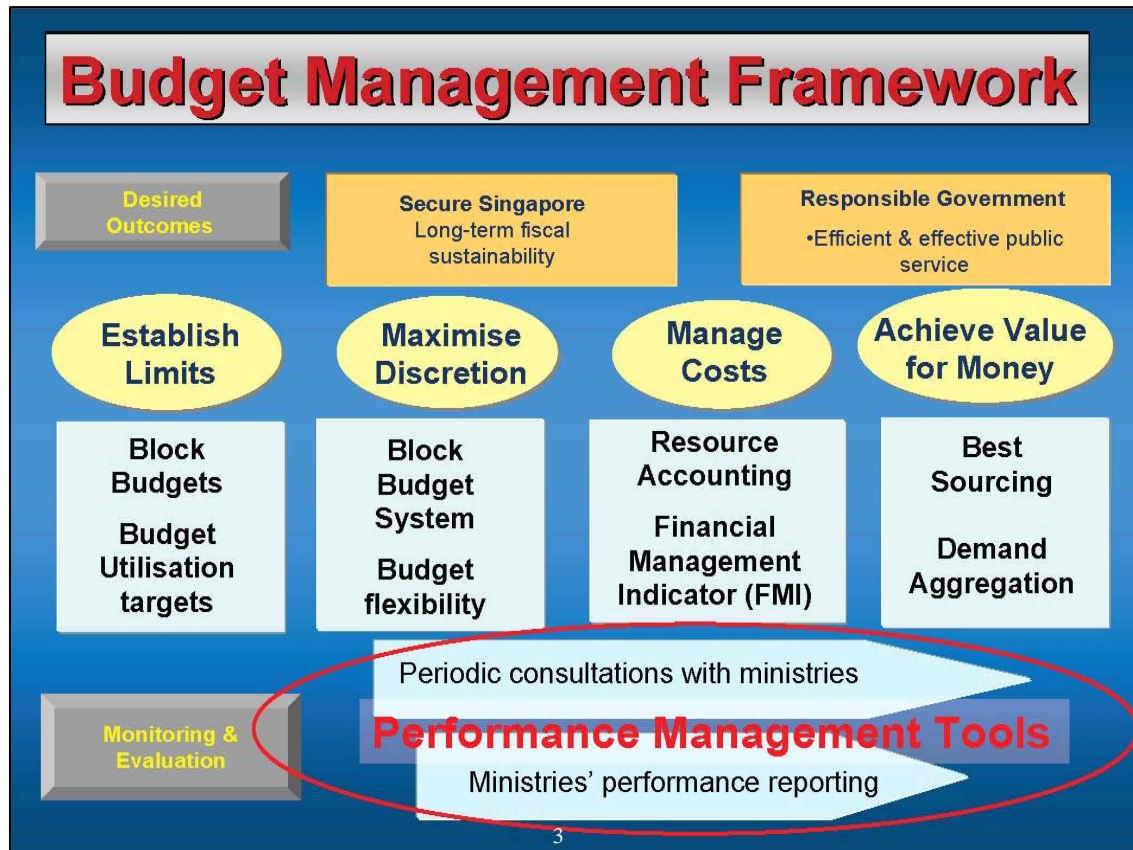
1



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



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'





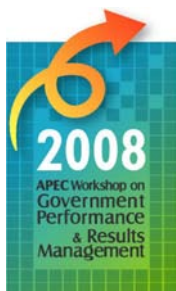
**Asia-Pacific
Economic Cooperation**

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

1

 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

5

 Research, Development and Evaluation Commission



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

6

 Research, Development and Evaluation Commission



2.1 4-Year Strategic Plan

Submit for Review by Ministries

Plan's Contents Outline

計畫目標	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)		權數	5%	5%	5%	5%	
							目標值	60	70	86	90	
							目標值單位: %					
故宮南部院區	5	1	統計數據	服務效能	執行進度(以年度目標達成率之達成度評量)(100%)		權數	5%	5%	5%	5%	
							目標值	2	2	1	1	
							目標值單位: 次					
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)		權數	5%	5%	5%	5%	
							目標值	70	80	85	90	
							目標值單位: %					
增加參觀人數	5	1	統計數據	行政效率	參觀人數/年		權數	5%	5%	5%	5%	
							目標值	220	240	270	280	
							目標值單位: 萬人					
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		權數	2%	2%	2%	2%	
							目標值	47	83	83	83	
							目標值單位: 件					
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		權數	2%	2%	2%	2%	
							目標值	60	65	155	155	

Strategic Performance Goals

Performance Indicators

Performance Targets of Each Year

7

Research, Development and Evaluation Commission



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)	貴院以參觀遊客眾多, 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%	
								目標值	60	70	86	90	
								目標值單位: %					
故宮南部院區		5	1	統計數據	服務效能	執行進度(以年度目標達成率之達成度評量)(100%)		權數	5%	5%	5%	5%	
								目標值	2	2	1	1	
								目標值單位: 次					
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)		權數	5%	5%	5%	5%	
								目標值	70	80	85	90	
								目標值單位: %					
增加參觀人數		5	1	統計數據	行政效率	參觀人數/年		權數	5%	5%	5%	5%	
								目標值	220	240	270	280	
								目標值單位: 萬人					
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		權數	2%	2%	2%	2%	
								目標值	47	83	83	83	
								目標值單位: 件					
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		權數	2%	2%	2%	2%	
								目標值	60	65	155	155	

http://gpmnet.nat.gov.tw - 合審機關狀態視窗 - Microsoft Internet Exp...

策略績效目標 衡量指標 審查意見 會審單位 填寫狀態 更新時間

--業務面向--

推廣數位計畫 逐 資訊管理處 審查中 96/7/19

學術研究與學術交流 逐 資訊管理處 審查中 96/7/19

故宮全球資訊網瀏覽人數 逐 資訊管理處 審查中 96/7/19

健全全球化出版授權並加強行銷 逐 資訊管理處 審查中 96/7/19

--人力面向--

--經費面向--

8

Research, Development and Evaluation Commission



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
1.文物展陳與空間改造									
<div style="position: absolute; top: 10px; left: 10px; background-color: #90EE90; padding: 5px;"> Strategic Performance Goals: Transformation of artifact exhibition space </div> <div style="position: absolute; top: 20px; left: 10px; background-color: #90EE90; padding: 5px;"> Program Under the Strategic Plan : Improvement of exhibition space </div> <div style="position: absolute; top: 30px; left: 10px; background-color: #90EE90; padding: 5px;"> Budget Required </div>									
改善院區交通及改造展示空間	148803	53028	201200	201200	431200	0	886628	1035431	V

9

Research, Development and Evaluation Commission



2.3.1 Annual Overall Strategic Plan Revision

* 行政院年度施政方針		績效衡量指標		原定目標值		績效衡量達成情形分析	
一、整體意見 二、前言(E1) 三、年度施政目標(E2) 四、衡量指標(E3) 五、年度重要計畫(E4) 六、以前年度實施狀況及成果概述 七、前年度施政績效及達成情形分析(E5) 八、上年度已過期實施績效及達成情形分析(E6) 九、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、本院正館空間改善工程，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已於95年6月正式登場。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「妙筆生花」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、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)正館前設地下車道的狀況。(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，配合西側對外開放：(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%無意見。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0950017690號函達「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

10

Research, Development and Evaluation Commission



2.4 Strategic Plan Performance Evaluation Process



11



2.5 Annual Performance Results of NPM

Evaluated Comments by the Cabinet (Overseeing organizations)

Final Results

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80%，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、國際建築顧問付款款項及工項調整、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，俾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	★	★	

12

Research, Development and Evaluation Commission

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

13

Research, Development and Evaluation Commission

3.1 Comprehensive Compilation of COA Programs

已調整內容	公告	填寫完畢	社會發展	發展休閒農業計畫	行政院農業委員會	輔導處	部會管制	94/1/1-97/12/31	編輯變更審查歷程	
	公告	填寫完畢	社會發展	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	96/1/1-96/12/31	編輯變更審查歷程	
已撤銷管制	主管研考審查	填寫完畢	社會發展	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	社會發展	農漁民第二專長訓練	Program Name:Strengthening International Marketing of Agricultural Products					
	公告	填寫完畢	社會發展	農業天然災害救助						
	公告	填寫完畢	社會發展	加強國際農業合作		行政院農業委員會	國際處	部會管制	95/1/1-97/12/31	編輯變更審查歷程
				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	96/1/1-98/12/31	編輯變更審查歷程
List of COA Programs				補助農民繳交農田水利會費	行政院農業委員會	農田水利處	部會管制	96/1/1-96/12/31	編輯變更審查歷程	
				漁船用油優惠	行政院農業委員會漁業署	漁政組	部會管制	96/1/1-96/12/31	編輯變更審查歷程	
	已調整內容	公告	填寫完畢	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	96/1/1-96/12/31	編輯變更審查歷程	
已調整內容	公告	填寫完畢	社會發展	建構動物防疫及畜產品安全衛生預警體系	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	96/1/1-98/12/31	編輯變更審查歷程	
	公告	填寫完畢	社會發展	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	96/1/1-98/12/31	編輯變更審查歷程	
已調整內容	公告	填寫完畢	社會發展	加強森林保育	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	96/1/1-96/12/31	編輯變更審查歷程	
申請調整內容中	公告	填寫完畢	社會發展	林業	務局	森林企劃組	部會管制	96/1/1-96/12/31	編輯變更審查歷程	

List of COA Programs

Program Name: Strengthening International Marketing of Agricultural Products

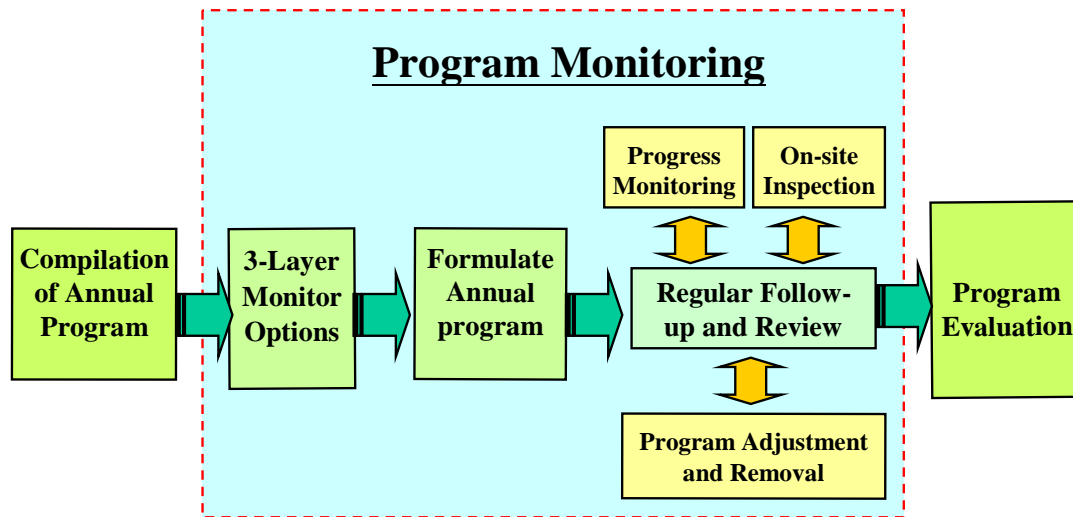
115 Items in 2008

14

Research, Development and Evaluation Commission



3.2 Program Monitoring System



15

Research, Development and Evaluation Commission



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		未保留數 (停支或繳回數)
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									
	地方	0									
98	中央	500,000									
	地方	0	0	0	0	0	0	0	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										

16

Research, Development and Evaluation Commission



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%

Executive Summary of Tasks

Check Point

Progress %

Budget

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)
1	農團體座談與外銷獎勵制度等相關業務與活動	農團體座談與外銷獎勵制度等相關業務與活動工作達25% (預定96/3/31完成)		
6	辦理農產貿易人才培訓、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工作達72% (預定96/6/30完成)	72.00	20,520

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
計畫管制作為	2
經費運用	30
預算控制情形	10
資本支出預算控制結果	20

17

Research, Development and Evaluation Commission



3.3 Regular Follow-Up

二、整體計畫
年度：96 月份：12

Expected Implementation Rate

Achievement Rate

總承計	31.00	31.00	0.00	0.00	0.00
累計支用數(千元)	預定支用數(C)	實際支用數(D)	支用比(%) (D/C)	應付未付數(E)	節餘數(F)
年累計	458,420			0	0
總累計				0	0

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

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.部分計畫仍待
因應對策	1.針對計畫內容 2.輔導執行
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。

Overseeing organizations shall keep regular monitoring and make suggestions

18

Research, Development and Evaluation Commission



3.3.1 Program Case Observation (Customized Management Platform)

進度檢點設定

移動檔案 檢點：未填報 落後 符合 超前

「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)年度經費累計支用比 < 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	還項列管	作業計畫	執行情形	評核報告
<input type="checkbox"/>	內政部	國工作計畫(第3案)	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(國際處)	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(都市規劃)		12月	公告	公告	公告	公告	主管研考審查

Program Cases Cluster

Related Information of Program Cases

Selected Program Cases Color Coded to Indicate Progress

19 Research, Development and Evaluation Commission



3.4 On-site Inspection

96年度計畫查證項目清單

列管類別：全部顯示 計畫類別：全部顯示

狀態	地區狀態	已查證	研考意見	計畫編號	計畫名稱	主辦
主管審查	填寫完畢	主辦查核	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 辦中 未辦

96年度「培育優質農業人力資源計畫」查證事項辦理情形

計畫名稱：培育優質農業人力資源
主管機關：行政院農業委員會
查證時間：96年6月5日、96年6月6日
查證地點：花蓮縣(新城乡、奇美鄉、吉安鄉、花蓮市)行政院農業委員會花蓮縣花蓮區農業改良場、台東縣長濱鄉、農委會台東縣台東區農業改良場、農委會台東縣台東區農業改良場、農委會台東縣台東區農業改良場
查證人員：行政人員、行政人員、行政人員
主管或主任(品)辦機關：行政人員、行政人員、行政人員

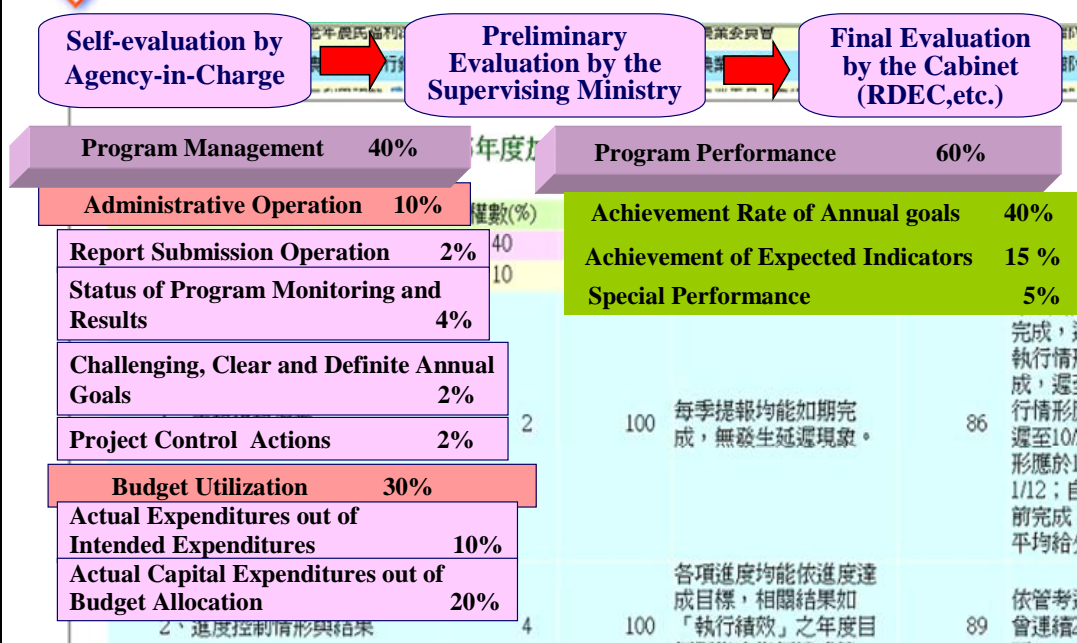
行政院農業委員會「培育優質農業人力資源計畫」係依據行政院「2005年經濟發展政策第一階段三年(2005-2007)計劃計畫」、「國家永續行動計畫(生活與生產組)」辦理，以引進優秀青年為農業生力軍，培育現代化農民，促進農業科技及生產力，強化農民企業經營及市場行銷能力為總目標。本計畫實施期自96年1月1日至97年12月31日，總經費388,667千元，96年度截至5月底，預定執行進度為27.50%，實際執行進度27.50%；經費預定支用款為2,400千元，實際支用款為4,960千元，支用比206.67%，由於本計畫屬重大投資水災救濟計畫，並為「所屬計畫」，規劃在列之重要計畫，為瞭解本計畫實際執行情形，爰派員進行實地查證，並依查證結果擬具本報告。

一、計畫目標
(一)引進優秀青年為農業生力軍，為傳統農業注入活水，以因應農業科技發展之多元創新發展，加速農業現代化。
(二)推動農業青年計畫，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。
(三)加強農業青年計畫，加強農業青年計畫，加強農業青年計畫，加強農業青年計畫，加強農業青年計畫。

20 Research, Development and Evaluation Commission



3.5 Ministry Program Evaluation



4.1 Comprehensive Management of Government Programs

Document File Name		Agency-in-Charge	
選取	主檔	交件名稱	主檔人
<input type="checkbox"/>	林業科技研發 (97年作業計畫)	97 古曉 行政院農業委員會林務局 (森林企劃組)	0
<input type="checkbox"/>	國家花卉園區 (97年作業計畫)	97 郭秋怡 行政院農業委員會(科技處)	0
<input type="checkbox"/>	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)	97 李錦 經濟部中央地質調查所(環境與工程地質組)	0
<input type="checkbox"/>	貿易便捷化/網網整合計畫 (97年作業計畫)	97 呂秉 經濟部國際貿易局(電子商務小組)	0
<input type="checkbox"/>	農漁牧產業自動化 (97年作業計畫)	97 黃貞 經濟部標準檢驗局(第四組)	0
<input type="checkbox"/>	國家度量衡標準實驗室運作 (97年作業計畫)	97 黃貞 經濟部標準檢驗局(第四組)	0
<input type="checkbox"/>	石門水庫及其集水區整治計畫-山坡地治理 (97年作業計畫)	97 傅桂 行政院農業委員會水土保持局(建設組)	0
<input type="checkbox"/>	安平港歷史風貌園區 (97年作業計畫)	97 李鐘 國立臺灣歷史博物館(國立臺灣歷史博物館)	0
<input type="checkbox"/>	農業科技研發 (97年作業計畫)	97 洪宏 行政院農業委員會農糧署 (企劃組)	0

COA Programs Items of Year 2008



4.2 Knowledge Management

Knowledge Management System Interface

Drugs (Selected Category)

Relevant Programs on "Drug" Control Each Year

Relevant Ministries

選取	主權	文件名稱	版本年度	聯絡人	評會	點閱次數
<input type="checkbox"/>	行政院海岸巡防署	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	0
<input type="checkbox"/>	法務部	法務部 (95年度施政計畫) (草案版)	95	法務部	0	0
<input type="checkbox"/>	行政院衛生署	行政院衛生署 (95年度施政計畫) (草案版)	95	行政院衛生署	0	0
<input type="checkbox"/>	行政院海岸巡防署	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	0
<input type="checkbox"/>	行政院衛生署	行政院衛生署 (94年度施政計畫) (核定版)	94	行政院衛生署	1	0
<input type="checkbox"/>	法務部	法務部 (94年度施政計畫) (核定版)	94	法務部	0	0
<input type="checkbox"/>	檢察行政	檢察行政 (95年度施政計畫) (草案版)	94	法務部	0	0
<input type="checkbox"/>	疾病管制署	疾病管制署 (95年度施政計畫) (草案版)	94	行政院衛生署	1	1
<input type="checkbox"/>	落實執行	落實執行 (95年度施政計畫) (草案版)	94	行政院衛生署	1	1
<input type="checkbox"/>	毒品防制	毒品防制 (95年度施政計畫) (草案版)	94	行政院海岸巡防署	0	0
<input type="checkbox"/>	海洋巡防	海洋巡防 (95年度施政計畫) (核定版)	94	行政院海岸巡防署	0	0
<input type="checkbox"/>	監獄行刑	監獄行刑 (94年度施政計畫) (核定版)	94	法務部	0	0
<input type="checkbox"/>	防制毒品犯罪	防制毒品犯罪 (94年度施政計畫) (核定版)	94	法務部	0	0
<input type="checkbox"/>	強化犯罪預防能力	強化犯罪預防能力, 加強打擊海上不法 (94年度施政計畫) (核定版)	94	行政院海岸巡防署	0	0
<input type="checkbox"/>	加強新興濫用藥物之需求面防制工作	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)	94	行政院海岸巡防署	0	0
<input type="checkbox"/>	管制藥品業務	管制藥品業務 (95年度施政計畫) (草案版)	94	行政院衛生署	0	0
<input type="checkbox"/>	管制藥品業務	管制藥品業務 (94年度施政計畫) (核定版)	94	行政院衛生署	0	0
<input type="checkbox"/>	加強新興濫用藥物之需求面防制工作	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)	94	行政院衛生署	1	0

23

Research, Development and Evaluation Commission

Knowledge Management System Interface

Advanced search by new types of drugs

New types of drugs

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"/>	選項列管	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年選項列管)	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

目前頁碼 1 | 下一頁 (計 17筆 / 共 2頁) 每頁 10 筆

動態相關詞

- 管制藥品管理局
- 行政院衛生署
- 新興毒品
- 證照管理組
- 經費需求

相關文件名稱

計畫審查歷程

相關分類

24

Research, Development and Evaluation Commission



4.3 Program Progress Trend Monitoring

趨勢資料分析

步驟一--分析資料時間

起迄： 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: 移地

5.主辦機關: 移地

6.主辦單位: 移地

7.歸屬專案名稱: 移地

8.財政分類: 移地

9.執行地點: 移地

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

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, 比較計畫落後原因--營運週, 計畫狀態預警

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

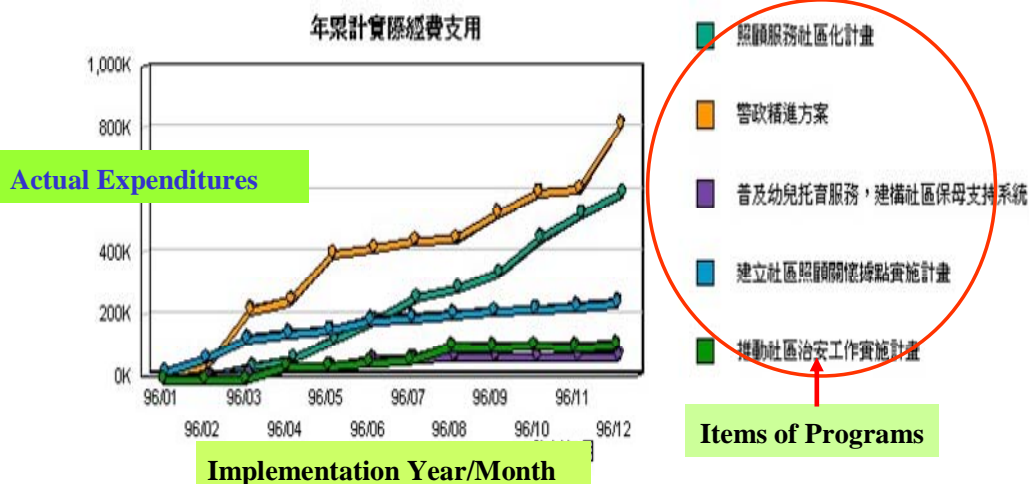
25

Research, Development and Evaluation Commission



Analysis Chart 1

Ministry of Interior's Programs' Accomplishment Trend in 2007



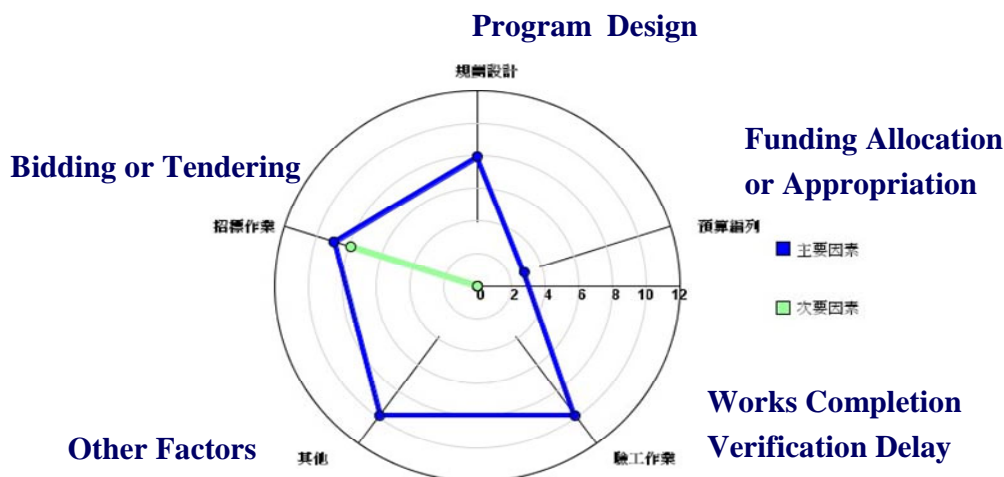
26

Research, Development and Evaluation Commission



Analysis Chart 2

Fall Behind Program Factors Analysis-Radar Chart

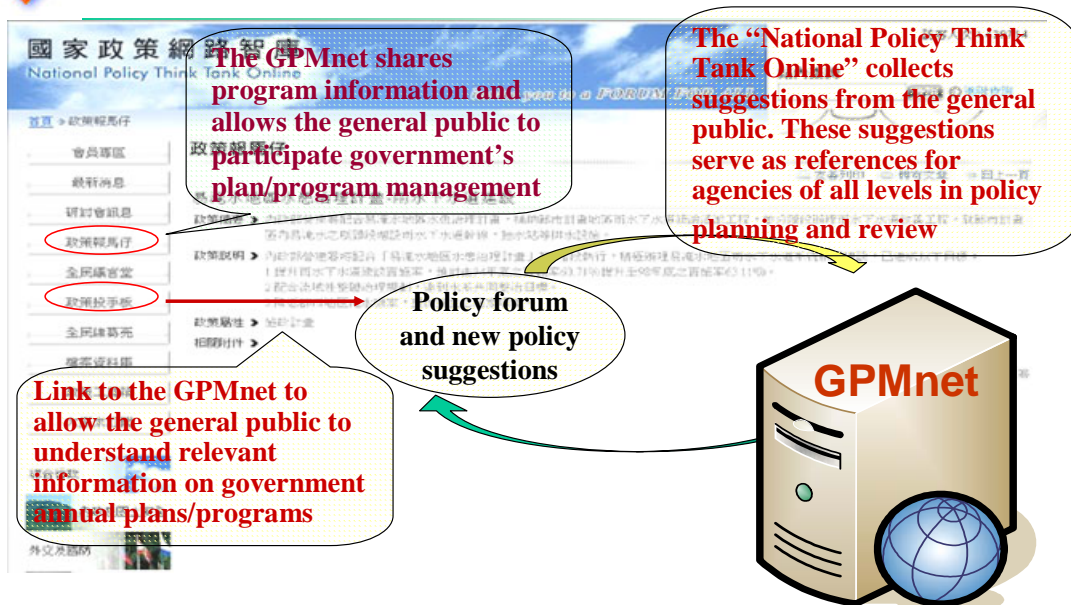


27

Research, Development and Evaluation Commission



4.4 Citizen Participation Mechanism



28

Research, Development and Evaluation Commission



4.5 Program Life Cycle

Plan/Program Life Cycle Network Management

計畫生命網絡

從系統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	年度	95年度	96年度	97年度
中程施政計畫	推動動區監察電...	推動動區監察電...	推動動區監察電...	推動動區監察電...
中長程個案計畫	建構警察機關受...	建構警察機關受...	建構警察機關受...	建構警察機關受...
先期作業	建置台灣大哥大...	建置台灣大哥大...	建置台灣大哥大...	建置台灣大哥大...
年度施政計畫			建置刑事科技中...	建置刑事科技中...
這項列管			建置交通執法科...	建置交通執法科...

Ministry of Interior "Police Administration Upgrade Program"

29

Research, Development and Evaluation Commission



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



30

Research, Development and Evaluation Commission



- **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>

Part III : Summary Report

**APEC Workshop on
Government Performance and Results Management
26-28 March 2008
Chinese Taipei**

SUMMARY REPORT

Chinese Taipei, in conjunction with its co-sponsor New Zealand, held a workshop on Government Performance and Results Management on 27-28 March 2008 in Taipei. The meeting was attended by Australia; Canada; Hong Kong, China; Indonesia; Japan; the Republic of Korea; Malaysia; New Zealand; Peru; Singapore; Chinese Taipei; Thailand; the United States of America; and Viet Nam.

I. Opening Remarks

Dr. Jay N. Shih, Minister of the Research, Development and Evaluation Commission under the Cabinet, Chinese Taipei, warmly welcomed all representatives, speakers and moderators from member economies to this workshop.

Prof. Bob Buckle, Chair of the Economic Committee, hoped that the workshop would contribute to a culture of “producing concrete results with public money,” that would benefit all APEC stakeholders, from business to civil society and the ordinary citizen in the APEC region. He also stated three objectives of this workshop: understanding good practice in planning and setting objectives for government agencies in the public sectors, exchanging ideas on monitoring and measuring agency progress, and evaluating performance in order to promote better public sector governance. Prof. Buckle suggested this workshop might help promote the benefits of structural reform in the various APEC economies, as well as raise awareness and stimulate new ideas through the exchange of experiences about managing the overall performance of public agencies and individual project results of government agencies.

Dr. Brain McCulloch, Coordinator of the Friends of the Chair Group on Public Sector Governance, Economic Committee, expressed his appreciation to all parties involved in organizing this workshop and shared some recent achievements in the public sector governance theme of the Economic Committee’s work program in pursuit of the APEC Leaders’ Agenda to Implement Structural Reform (LAISR).

II. Keynote Address:
Performance Management: It’s the Results that Count

The Honourable Jocelyne Bourgon, President Emeritus of the Canada School of Public Service and Distinguished Fellow, Centre for International Governance Innovation, delivered the keynote address summarized as follows:

- Future trends in public administration involve moving from an intellectual framework of multiple separations (policy/operations, market/democracy, politics/administration, etc.) to one of multiple democratic interactions, with reliance on coordination between agencies, intermediate outcomes, intangible results, indirect tools, and citizen engagement, to meet the imperatives of serving in the 21st Century.
- 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. 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 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: 1) contribute to better decisions by managers, 2) contribute to better public policy decisions by elected officials and improve understanding of public policy choices open to citizens, 3) help identify and remove the obstacles to better results, and 4) shed light on the reasons for failures and the need for adjustments.
- A public sector performance management system should be designed as one integrated but differentiated system responding to different needs and purposes: 1) the agency – keeping in mind the particular needs of managers and the users of the services, 2) system-wide – keeping in mind the particular needs of ministers, elected officials and the legislature; and 3) societal – keeping in mind the need for accountability to the general public for good government and good governance. The focus of performance management in government should be about improved decision-making to achieve results – because it is 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 is at risk. Performance management needs to be re-positioned. More measures and more indicators will not guarantee better results and are, 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 process of innovation.
- As government programs were born out of a political process, the focus of performance management needs to shift to system-wide results and reintegrate elected officials and citizens. This is where the greatest benefits could be achieved.
- System-wide and societal results, political decision-making and citizen engagement

are mutually reinforcing. When effective integration is achieved, the capacity of the country to provide good government and good governance is enhanced. Public trust is the ultimate measure of good government and good governance. This is the result that counts the most.

Discussion

- **Mr. Rudolph Lohmeyer** from the United States questioned what capacities government must have to deal with the challenges of public policies in the future. The Honourable Jocelyne Bourgon responded that building capacities and using existing capacities are both important for results.
- **Dr. Yu-Hsieh Sung** from Chinese Taipei questioned how to balance administration and politics. The Honourable Jocelyne Bourgon responded that building capacities and using existing capacities are both important for results. Administration and politics should be viewed as one system and should take each other into account.
- **Dr. Hanh Tran Thi** from Viet Nam asked how performance management might be applied in her country. The Honourable Jocelyne Bourgon noted that performance management in government should improve decision-making to achieve results. This is the result that counts the most.

III. Session 1: Whole-of-Government Strategic Planning

Speech

Mr. Jón R. Blöndal, Deputy Head of Budgeting and Public Expenditures Division, Public Government Directorate, OECD, delivered a speech summarized as follows:

- There are two major areas of action in the OECD. One is the Forum of Officials, in which officials from member countries discuss various issues. Another is policy research, which conducts policy evaluation on member countries in some fields such as economics, etc.
- The description of government performance and management: The most important question for dealing with a budget is: what can I achieve with the money I have? Each country has its own way of budgeting, so there is no standard solution to the challenges of performance and management. The goals include improving decision-making, paying more attention to performance and management, providing more information for priorities, enhancing planning and transparency, and improving management. However, few countries have successfully integrated performance and results into their budget processes. It is not a magic bullet, and perceptions and definitions vary; however, it is a long-term process. It is better for the budget to be allocated in different fields, but this might ignore some other considerations, such as political commitments. Successful performance and results management is the key aspect of public policy management reform, which should replace traditional input

control. The roles of agencies are also crucial. Budget management agencies should be given a cabinet-level post, such as under the supervision of the President/Prime Minister's office or the Ministry of Finance. It involves leadership, strategic planning, investment in human resources and coordination among agencies.

- Outcome and production are equally important. It is easier to measure results in some fields. It is not appropriate to set goals for everything; credibility and reliability are also important. There are other methods of evaluation, such as peer review. Information overload should be avoided, with only the amount required by users to be provided. The biggest challenge comes from politicians, since they often pay attention exclusively to budgeting and ignore the subsequent process. Strong leadership is required to reverse this phenomenon, and they must also face lobbying from interest groups.
- Planning is also important. Consistency and long-term processes should be considered while budgeting. Unrealistic projections often appear in the budgeting of countries, which means planning and budgeting can be difficult to integrate.
- In conclusion, similar reforms have been undertaken, or are under way, across OECD countries but from different starting points and with different speeds and different emphasis.

Economy Experience Sharing 1 – Chinese Taipei

Dr. Yu-Hsieh Sung, Chief Secretary of the Research, Development and Evaluation Commission, Chinese Taipei, shared the experience of Chinese Taipei as follows:

- Chinese Taipei has established a two-level Government Plan/Program Management Scheme for good governance of ministerial strategic plans and individual programs. Chinese Taipei has also built an ICT-based plan/program performance management system, which has proved to be effective.
- Review and evaluation of the 4-year overall ministerial strategic plan review and evaluation is to measure the overall performance of each ministry by applying strategic management and outcome-oriented methods. Individual medium- and long-term program review and evaluations focus on performance management and evaluation of significant programs implemented by government agencies.
- The RDEC has built the “Web-Based Government Plan/Program Performance Management” (GPMnet) to enhance the performance of agencies in plan/program management. This system is also integrated with the plan/program knowledge management operations to provide support and reference for policy-making efforts of the various government agencies and achieve the goal of online management of all government plan/programs.
- Chinese Taipei's experience provides some suggestions: 1) develop online auditing mechanisms to improve ministry internal control, 2) integrate other administrative management information systems (such as budget) to support top-level decision-making, 3) introduce the GPMnet to local governments to promote nationwide performance management, and 4) exchange ideas on good governance

among the international community.

- Objectives for government plan/program performance management:
 - Accountability: Everybody knows which ministry accounts for what kind of plan/program implemented in a specific time and place;
 - Transparency: Everybody can get performance evaluation information about ministry plans and programs online;
 - Participation: Everybody may participate during the review and evaluation process of ministry plans and programs.

Economy Experience Sharing 2 – U. S. A

Mr. Daren Wong, Program Examiner of Office of Management and Budget, Executive Office of the President, U. S. A., shared the experience of the United States as follows:

- The United States Government has a series of laws and regulations concerning budget performance and management. These have been gradually established since the 1960s, and some successes have been seen. The Office of Management and Budget, under the supervision of the President, provides advice and recommendation regarding budgeting.
- The Government Performance Results Act of 1993 lays out a series of requirements for agencies on such topics as strategic planning, and annual performance planning and reporting. The Program Assessment Rating Tool evaluates performance and management from four dimensions. The Performance Improvement Initiative requires regular meetings of budgeting officials from different agencies for communication and coordination in order to improve performance results. Most agencies have improved.
- The President signed Executive Order 13450 in November 2007, which sets some directives for improving government performance and management. The order states that government must use the taxpayers' money in an efficient way. Specific goals and plans must be provided by heads of agencies. The position of Performance Improvement Officer is established to supervise performance results and provide advice to the heads of each agency. Performance Improvement Officers (PIOs) from each agency form the Performance Improvement Council, which discusses the performance results, exchanges information, coordinates the continuous process of government performance evaluation, and keeps the public informed.
- Congress amended the law in 2003 to link the salary of the head and officials of each agency with the performance results. Assessment processes must be conducted in each agency in order to launch the government's improvement plan on performance and management.

IV. Session 2: Good Practice in Planning and Objective Setting of Government Agencies

Speech

Prof. John Halligan, Research Professor of Government and Public Administration, School of Business and Government, University of Canberra, Australia, delivered the following speech:

- This speech has two topics: 1) good practice in planning and objective setting of government agencies, and 2) understanding management for performance through a comparison of official models and practice.
- Firstly, an integrated planning and management for performance framework was presented. Government engages not only in results-oriented strategic planning based on stakeholder input and previous performance, but also in valid and accurate performance measurement that reflects progress towards goals with a clear and well communicated purpose. As for the management for performance framework, government, legislative and regulatory roles are on the top in Australia. The next, in the framework, are the outcomes and outputs structure, business planning and budget cycle links, which are also connected to corporate planning and governance. The bottom of the framework includes organizational, individual and team performance reviews and feedback.
- Professor Halligan noted that the focus is on the specific results of outcomes. Planned outcomes are the results, or community and environmental effects and impacts, intended by government. Four functions of outcomes are mentioned: to define expected impacts from agency activity, to delineate parameters for agency outputs, to specify the purpose of budget appropriations, and to provide the legislature and other external stakeholders with a statement of goals. Secondly, Professor Halligan compared official models and practice by analyzing the ideal type, country model and degree of implementation. Generally speaking, performance management is the most appropriate model because of its hierarchical performance measurement systems, systemically internal integration, and its coherence, consistency and comprehensive coverage. The performance management model applies in Australia, UK, Canada, USA and New Zealand.

Economy Experience Sharing 3 - Canada

Dr. Ivan Blake, Executive Director of Management Accountability, Treasury Board of Canada Secretariat, shared experiences in Canada as follows:

- The Canadian experience is characterized by a focus on accountability and results within a coherent and integrated framework of management expectations. Dr. Blake emphasized two initiatives to strengthen planning and objective setting and the efficient and effective delivery of results: the renewal of the Expenditure Management System (EMS) and the Management Accountability Framework

(MAF).

- The EMS is the joint responsibility of Finance, the Privy Council Office and the Treasury Board Secretariat. As a result of the EMS, massive spending reductions in the mid-90s have yielded a decade of surpluses. To ensure government programs generate better results and greater value for money, the Government of Canada announced the renewal of the Expenditure Management System in 2006. The renewed EMS has the following key features: 1) the Cabinet examines all new spending proposals taking into account the funding and performance of existing programs, 2) departments are expected to manage programs against planned results and formally evaluate programs, 3) the Treasury Board leads a review of departments' program spending over a four-year cycle to assess whether they are achieving the intended results, are managed efficiently and are aligned with the government's priorities, 4) reviews are to identify 5% of spending that can be freed for reallocation to higher priorities either internally or across the Public Service.
- The Federal Accountability Act was passed in December 2006 to set out clear management expectations for senior executives and to assess capacity and management performance government-wide. The Act put even greater emphasis on accountability and transparency in government operations. In its management office role, the Treasury Board Secretariat is promoting management excellence in several ways, such as streamlining its policies and clarifying their consequences, and looking for ways to reduce the reporting burden it imposes and to risk-manage its transactions with departments. To clarify its expectations and summarize the conditions required for management excellence, the Treasury Board Secretariat developed the Management Accountability Framework (MAF). Using the MAF, the Treasury Board Secretariat assesses 21 areas of management in all departments by rating them as 'strong', 'acceptable', 'opportunity for improvement' or 'attention required'. MAF assessments are now an established part of the annual departmental and government-wide planning and accountability cycle. Assessments represent the Treasury Board Secretariat's "opinion," and findings are made public along with departmental responses. Moreover, assessments are being used as input in resource allocation decisions and to risk-manage departmental business with the Treasury Board. The MAF is also becoming the template for deputy minister appearances before parliamentary committees.

Discussion

- **Mr. Yap** from Singapore raised questions about how different public sectors have done in capturing specific outcomes among several agencies, and how to make outcomes more measurable. Dr. Halligan replied that a framework can help operate outcome measurement, and the shared outcome may focus on the inter-government agenda and the context. Dr. Blake responded it is important for horizontal management to frame the work and build an information system, and the MAF can help to examine the capacity of departments and to monitor policy compliance.

V. Session 3: Monitoring and Measuring Agency Progress, and Evaluating Performance/Reporting

Economy Experience Sharing 4 - Australia

Dr. Michael Kirby, First Assistant Commissioner of the Productivity Commission, Australia, shared experiences in Australia as follows:

- Australia's GDP per capita was ranked fourth in the world shortly after the end of World War II. But in the following decades the Australian community experienced a long-term decline in its relative economic performance. Basically, the economy lacked flexibility and had high cost and inefficient manufacturing and government services, so there was scope for widespread reform including trade liberalization, macroeconomic policy, taxation, capital markets, infrastructure, government services, national competition policy and labor markets. In recent decades, Australia has experienced substantial structural reform and the economy has been substantially transformed. The economy is becoming more open. In late 1980s, the decline in Australia's economic ranking spectacularly turned around.
- Such improvements did not come effortlessly. There are substantial and systemic obstacles to reform: costs are concentrated, benefits widely spread, potential winners are poorly informed, costs of reform are immediate and benefits take time, and bureaucratic structures are often aligned with sectional interests. In the case of Australia, it has also been observed that multiple jurisdictions can be a complicating factor. The Australian Federation, has central and state governments, and the constitutional allocation of different responsibilities complicates the reform process.
- As for the reform, building community-wide support has been an important factor. This is an important area where the Productivity Commission fits in. The Productivity Commission is the Australian Government's principal advisory body on microeconomic policy and regulation. It is located within the Treasury's portfolio. The Productivity Commission's role is to inform policy debate and provide a basis for better policy decisions to improve the economy.
- Three key design features of the Productivity Commission have contributed to its success in the Australian context. First of all, it is an independent body. It has its own legislation. Commissioners are statutory appointees, and it works at an arm's length from government. Secondly, its processes are transparent and involve extensive public input into its analysis. All its work is published, and its advice exposed to public scrutiny. This transparency is an important quality control mechanism on its work and analysis. Finally, it takes a very broad view, examining the impact of issues on the entire community, not just on a particular group. It is intended to achieve higher living standards for the community as a whole.
- Why do we want to monitor the performance of government services provision? Many services lack well developed markets, so measuring performance can help drive improvement. Government services are also vital to community wellbeing, particularly for special needs group. For what can we use performance measurement

information? This information can clarify service objectives and government responsibilities, provide indicators of performance over time and across services and jurisdictions, make performance more transparent, inform service users and the community, and encourage ongoing performance improvement.

- The implementation structure of this system of performance monitoring is very important. It is a genuine whole-of-government process. The heads of the national and state governments have all agreed to do this. The exercise is run by a steering committee that was composed of senior officials from central agencies. Below the steering committee, there are working groups that are composed of line agencies and other specialists. The Productivity Commission acts as a secretariat for the steering committee and the working groups. As such, is it able to apply its three key design features of independence, transparency and community-wide perspective to the task. This is obviously a quite cleverly designed institutional structure.
- The Productivity Commission uses equity, effectiveness and efficiency as general performance indicators and further develops indicators into an outputs and outcomes framework. There are some guiding principles which underpin the indicators: a focus on outcomes; a sense of comprehensiveness; comparability across jurisdictions and over time; progressive data availability; timeliness; and iterative improvement.
- Originally the Report on Financial Performance of Government Trading Enterprises (GTE) was very similar to the Report on Government Services. It had a similar structure and objectives. It originally arose from concerns with the slow rate of government business reform. The subsequent reforms included commercialization, and privatization, full cost recovery and other capital market disciplines, competitive neutrality and exposure to competition where possible. As a consequence of these reforms, the GTEs monitoring report is now undertaken solely by the Productivity Commission (without the multi-jurisdictional committee oversight that it originally had), and is focused on financial performance only.

Economy Experience Sharing 5 - Singapore

Mr. William Yap, Director of Performance and Organization, Ministry of Finance, Singapore, shared experiences in Singapore as follows:

- In the mid 1990s, the Singapore Public Service implemented Public Service for the 21st Century (PS21) to encourage public officers to become more creative in performing their work. This was important in enabling the decentralization of personnel and financial authority to ministries. The need to focus on performance management also became clearer during this period.
- With greater flexibility introduced through block budgeting, it was evident that performance management would be important in allowing ministries to undertake self-evaluation on how effectively they were using their financial resources. Ministries would set targets and measure their achievement of them which would be submitted to the Ministry of Finance.
- Performance management tools should, however, be seen as a spectrum starting from

individual performance appraisal, which would focus on corporate and human resource (HR) issues, in contrast to performance management at the organization level and performance management at the public service level. The challenge at the higher level would be to ensure that outcomes at the organization level would not lead to suboptimization at the public service level.

- Key performance indicators (KPI) in ministry's performance management would entail quantitative and qualitative indicators. The Ministry of Finance has begun to work with other ministries to systematically analyze the trends of KPIs. It was generally felt that the trends of KPIs were at least as important as the KPIs themselves in enabling agencies to understand reasons for under- or over-performance.
- In the course of studying performance management, Singapore came across some challenges in applying it in the public sector context, such as the inherent difficulty in designing KPIs accurately, and that it was not always optimal to tie budgeting to performance indicators due to the nature of public services.
- There is some scope for improvement in performance management. For example, deeper engagement with ministries on performance issues, wider exposure of senior public officers to government-wide perspectives and simpler reports to make them more user-friendly.

Discussion

- **Dr Halligan** from Australia asked for more details on the ministries' performance management and if the performance management reporting was submitted only to the Ministry of Finance. Mr. Yap responded that ministries would indicate their strategic outcomes and KPIs, and how they performed relative to the targets set. The current positioning of performance management was aimed at providing ministries with a useful self-evaluation tool and reports were currently consolidated and reported within the government. The Ministry of Finance oversees and analyzes not only individual ministries' performances, but also the trends and issues of concern that may be pertinent across agencies. The Ministry of Finance also engages the ministries to consider follow-up measures to address any areas of concern. Most of the ministries' key performance indicators are currently available to the public through the annual budget estimates.
- **Dr Halligan** further asked if there were other mechanisms to ensure accountability in spending and reporting. Mr. Yap replied that there were several mechanisms. Parliamentary committees are appointed for different areas of public sector work and they are in a position to query ministries on their budgeting and spending. The Auditor-General's Office also audits various agencies and reports to Parliament on its findings. Singapore has also instituted some value-for-money reviews internally to regularly review the program spending of ministries, identify areas for improvement which would be conveyed to agencies, and recommend how agencies could enhance the value of money in their programs.

VI. Session 4: Demonstration on the Use of ICT in Public Sector Governance (Chinese Taipei GPMnet Report)

Mr. Chung-Ing Shih, Director of the Department of Supervision and Evaluation, Research, Development and Evaluation Commission, Chinese Taipei, shared experiences in Chinese Taipei as follows:

- There were several problems relevant to performance management before 2005, for instance, many cabinet oversight organizations, scattered information, highly time-consuming processes, limited involvement of organization leaders, and little performance information disclosure.
- The government of Chinese Taipei has used ICT to build up a single portal for government plan/program management network (“GPMnet”). GPMnet has integrated 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.
- At the organizational level, GPMnet provides several functions, e.g. setting/reviewing strategic plans, allocating the total budget required, and conducting preliminary and final evaluations.
- At the program level, GPMnet also provides several functions, e.g. submitting all programs by the ministry, monitoring implementation progress, directing on-site inspection and follow-up, conducting preliminary or final performance evaluation, and publishing annual reports.
- GPMnet reflects good public governance by establishing platforms for comprehensive management of government programs, program knowledge management, program progress trend monitoring, citizen participation mechanisms and program lifecycles.
- GPMnet provides services to 37 Ministries, 4,000 subordinate agencies and 70,000 users for about 2,000 plans/programs a year, and saves NT\$370 million in system development fees and NT\$ 32 million in maintenance manpower fees per year.
- By harnessing ICT, Chinese Taipei 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 the Web 2.0 era, Chinese Taipei will introduce GIS, and video and audio clip technology into GPMnet for instant, active, and full-dimensional management of government plans and programs.

Discussion

- **The Honorable Jocelyne Bourgon** from Canada asked about the role of the Cabinet during the process. Dr. Jay N. Shih replied that the Prime Minister of Chinese Taipei is very busy and must delegate to overseeing agencies the monitoring of government performance. The RDEC is the vital overseeing agency and has the responsibility to

publicize the final report. By harnessing GPMnet, the RDEC can allow ministries pay more attention to performance management.

- **Dr. Blake** from Canada asked how to connect with finance management system. Dr. Yu-Hsieh Sung replied that the Directorate-General of Budget, Accounting and Statistics (DGBAS) has its own system. A solution must therefore be found to efficiently connect with the finance management system, which is the way forward for future improvement.
- **Dr. Halligan** from Australia asked how useful targets for the National Palace Museum are established. Dr. Yu-Hsieh Sung replied that following normal socioeconomic trends, a 10% higher volume of visitors to the National Palace Museum is predicted. This is a negotiation process and meetings have been arranged to solve the disputes of target setting.
- **Mr. Rudolph Lohmeyer** from the U.S.A asked about how to meet the users' requirements and make the system more attractive. Dr. Yu-Hsieh Sung replied that this was the most important issue to be resolved. The views of all those involved in the process are considered and GPMnet has subsequently been revised twice to meet the users' requirements. Video and audio clip technology will be introduced to GPMnet for active management.
- **Miss Mao** from Hong Kong, China, asked how to balance a diversity of stakeholders' interest during citizen participation. Dr. Yu-Hsieh Sung replied that the National Policy Think Tank Online was launched years ago, through which the public may address comments to the government. Citizens are encouraged with rewards to express their opinions. Output from the National Policy Think Tank Online sends feedback to the GPMnet system. This is just the beginning and there is still a lot of room ahead for us to improve.

VII. Session 5: Group Discussion

Outcomes of Group Discussion 1: Whole-of-government Strategic Planning

- The strategic target setting on government performance that relates to the consideration of multiple objectives on policy, society, economy and environmental protection, as well as the requests from multi-interest group, may lead to conflicts on target setting. How does administrative agency make a balance between those different needs and conflicts? Is there any principle or priority?
 - Reduce the gap in access to information and initiate dialogue between the government and the private sectors.
 - Use opinion polls on certain issues and international indicators as a reference for assessment.
 - An institutional framework must exist for conducting government performance, with someone coordinating this task.
 - The idea of "twinning" is needed.
 - Develop guidelines and principles for governance, including agenda items for senior officials meetings, and ensure greater access to electronic resources for participating economies.

- How does government set appropriate whole-of-government strategic targets on performance? Top-down or Bottom-up? What are necessary conditions or considerable factors?
 - Narrow down the differences within the communities and build understanding. Government can get feedback from communities through opinion polls after launching certain policies.
 - Member economies could provide technological assistance and support to each other, such as transfer and education.
- How does APEC or individual economy take a further step to practice what we learn about government performance management from this workshop?
 - Twinning is a new idea in APEC. Economies with a similar scope and concept could be provided with technological assistance and expertise from other experienced economies.

Outcomes of Group Discussion 2: Good Practice in Planning and Objective Setting of Government Agencies

- To comply with core values, it always leads to target simplification during the process of governmental objective setting. What factors should be considered to make targets fully reflect to agencies' strategies?
 - Four factors should be considered to make targets fully reflective of agencies' strategies: 1) balance the top-down and bottom-up approach (Dr. Halligan), 2) set out targets based on agenda setting, 3) balance the concerns of central government and line agencies, and 4) balance agencies' targets and societal outputs.
- There is always a gap between government performance and the public satisfaction. How to make a measurement that meets public expectation and government policy?
 - Two viewpoints may eliminate or reduce the gaps between government performance and the public satisfaction: 1) government should make information available to the public (Dr. Halligan) and 2) public servants have a responsibility to tell the President or the Prime Minister information about the future of nation (Dr. Blake).
- How does APEC or individual economy take a further step to practice what we learn about government performance management from this workshop?
 - APEC or individual economics may take steps to: 1) make documentation of whole process of performance management and accumulate into knowledge management (Dr. Halligan), and 2) collect citizens' input during initial stage of performance management, rather than during terminal stages, to incorporate public feedback.

Outcomes of Group Discussion 3: Monitoring and Measuring Agency Progress, and Evaluating Performance/Reporting

- The implementation of some programs needs cooperation among more than one government agency. How to clarify accountabilities of different implementing agencies?
 - Cooperation among government agencies is very important.
 - It is difficult in practice for agencies to break out of their silos to undertake shared responsibility for outcomes. Horizontal platforms are required for Ministries to clarify their shared responsibilities and apportion financial expenditures.
 - It is useful to establish lead agencies for inter-agency programs which develop the strategies to deal with problems. However, the challenge is to get the secondary or partner agencies to come to agreement on those strategies proposed by the lead agencies.
- There is always a gap between government performance and the public satisfaction. Is it proper to introduce non-government institutes to make evaluation on government's performance? How to introduce?
 - Introducing non-governmental bodies to evaluate the government's performance is feasible. However, it must be noted that internal efforts by governments, e.g. performance evaluation by central agencies over line agencies, have the advantage of access to information and administrative influence that NGOs would not quite have.
 - Chinese Taipei pointed out that a necessary condition was greater citizen awareness. It likes to hear criticisms and to convert these into constructive action.
 - Singapore felt that the objectives of third-party performance evaluation by NGOs had to be made clear and transparent. An informative and fact-based approach should be used.
- How to bring the evaluation into full play on government performance management?
 - Chinese Taipei added that it was important to link performance to civil service reward or punishment scheme, and to link performance to budgeting. Peru agreed that budgeting should be performance-informed, but not necessary performance-based, as it was sometimes not clear whether poor performance should be addressed with more or less budget.
- How does APEC or individual economies take a further step to practice what we learn about government performance management from this workshop?
 - Indonesia (Mr. Sudrajat) mentioned that we need to establish a platform for officials to pursue and share their initiatives in terms of performance management. We should feel free to call upon any other economy that participated in this workshop to share further experiences with similar initiatives.
 - Chinese Taipei also suggested that APEC institute an e-learning program to facilitate this sharing.

Part IV : Questionnaire Survey Results

1. Overall Assessment

	Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree	N/A
I believe this workshop achieved its stated objectives				21% (3)	79% (11)	
The concepts shared are directly relevant to the demands of my economy				21% (3)	79% (11)	
The speakers' presentation methods helped me to understand				50% (7)	50% (7)	
The material enhanced the content of the workshop and met my needs				57% (8)	43% (6)	
The general discussion enhanced my learning				50% (7)	50% (7)	
What I have learned will enhance my job/role performance				57% (8)	43% (6)	
I am motivated to apply these new concepts in my economy				57% (8)	36% (5)	7% (1)
The overall quality of this workshop was excellent				21% (3)	79% (11)	

Keynote Speech: Performance Management: It's the Results that Count	Dissatisfied	Somewhat dissatisfied	Satisfied	Very satisfied	Completely satisfied	N/A
Session content			7% (1)	29% (4)	64% (9)	
Keynote speaker				29% (4)	71% (10)	
Material logistics				43% (6)	57% (8)	

Session 1: Whole of government strategic planning	Dissatisfied	Somewhat dissatisfied	Satisfied	Very satisfied	Completely satisfied	N/A
Session content			14% (2)	43% (6)	43% (6)	
Speaker			7% (1)	29% (4)	64% (9)	
Material logistics				57% (8)	43% (6)	

Session 2: Good practice in planning and objective setting of government agencies						
	Dissatisfied	Somewhat dissatisfied	Satisfied	Very satisfied	Completely satisfied	N/A
Session content				57% (8)	43% (6)	
Speaker				50% (7)	50% (7)	
Material logistics				71% (10)	29% (4)	

Session 3: Monitoring and measuring agency progress, and evaluating performance /reporting						
	Dissatisfied	Somewhat dissatisfied	Satisfied	Very satisfied	Completely satisfied	N/A
Session content			14% (2)	43% (6)	43% (6)	
Speaker			7% (1)	36% (5)	57% (8)	
Material logistics			14% (2)	43% (6)	43% (6)	

Session 4: Demonstration on the use of ICT in public sector governance (Chinese Taipei GPMnet Report)						
	Dissatisfied	Somewhat dissatisfied	Satisfied	Very satisfied	Completely satisfied	N/A
Session content			14% (2)	36% (5)	43% (6)	7% (1)
Speaker			29% (4)	29% (4)	36% (5)	7% (1)
Material logistics			21% (3)	29% (4)	43% (6)	7% (1)

Session 5: Group Discussion / Group Report / General Discussion						
	Dissatisfied	Somewhat dissatisfied	Satisfied	Very satisfied	Completely satisfied	N/A
Overall						
Session content			9% (1)	27% (3)	64% (7)	
Moderator			9% (1)	18% (2)	73% (8)	
Reporter			9% (1)	18% (2)	73% (8)	
Group 1 (Answer one you joined)						
Session content					100% (2)	

Moderator					100% (2)	
Reporter					100% (2)	
Group 2 (Answer one you joined)						
Session content				100% (1)		
Moderator					100% (1)	
Reporter					100% (1)	
Group 3 (Answer one you joined)						
Session content			14% (1)	29% (2)	57% (4)	
Moderator			14% (1)	43% (3)	43% (3)	
Reporter			14% (1)	43% (3)	43% (3)	

2. Summarize Workshop's Result

(a) What new knowledge or value have you gained from the workshop?

Most participants (APEC, U.S., Singapore, Thailand, Malaysia, Indonesia) thought what they gained from the workshop are other economies' experiences in performance and results management and the importance of ICT.

Individual opinions:

- Knowledge about how various economies is undertaking performance and results management.
- Challenges in performance and results management.
- The information on ICT, the Australian Productivity Commission and the Canadian MAF was very useful.
- Insight the latest knowledge and methodologies by specialists from dedicated agencies.
- The importance is to manage performance instead of just measure performance.
- An international perspective on the challenges and solutions by other counties in the field of performance and results management.
- Experience of other counties.
- Use of ICT in performance management.
- Shifting the focus of performance management on agency-wide to system-wide or society-wide.
- How to increase the performance or utilization of performance management..
- The Chinese Taipei Performance Management System and techniques, especially the GPMnet.

- More detail information regarding performance management that I get from this workshop.
- The role of ICT in evaluating/publishing the government performance.
- The important of having comprehensive coverage of evaluation.
- ICT is the important / key tool make performance management successful.
- Performance management for results should be kept distinct from central control mechanism.

(b) Do you consider that the outcome of the workshop could/should lead to collective EC actions, or action by individual economies? If so, what?

Some participants (APEC, Chinese Taipei, Indonesia) thought it should lead to collective EC actions and suggest a “twinning” approach for exchanging information; some participants (Singapore, Malaysia) suggested that actions should be taken individually, since individual governments are ultimately responsible to their own political leaders and their citizens.

Individual opinions:

- Both. It struck me that the early developing economics participant that spoke during the general session, Vietnam, expressed a sense of bring at a very early stage of considering performance budgeting management. Probably the lack of active participant by the economies means they are far behind. Suggest a “twinning” approach (through EC), where “strong” PM economies (AU, US, SIN) to pair with a weak/newcomer to PM (Vietnam) for exchanging information and develop a start.
- As individual governments are ultimately responsible to their own political leaders and their citizens, actions would be most successfully undertaken by individual economies.
- Action should be taken individually. The issue is really that there is no clear one way to go about addressing performance management issues. And given this premise, what would be better is for different economies to learn from one another’s experiences and pick and choose what could be applied in their situation and context.
- It should lead to collective EC actions. Sharing experience platform is a good start.
- I can confirm the Thai Public Sector Performance System and applied some ideas to improve my jobs.
- To conduct regular meeting.
- We need the political will to convince ministers to start looking seriously into this issue.
- Some further steps (actions) proposed by the participants seem feasible.

(c) What needs to be done next? How should the workshop be built upon?

Participants (APEC, Peru, Singapore, Thailand, Malaysia) suggested to record and report key insights, build a network for sharing experience to continue dialogue between EC economies, and pool of ICT experts from each country to make best application.

Individual opinions:

- Record and report key insights and learning.
- Followings with initiations focusing on priorities identified from the workshop.
- Build a network for sharing experiences.
- For participant to continue their dialogue and their improvement and success in their field.
- I would like more of the same. I think it could be tailored in the future to group economies in different stages of development (e.g. more advanced performance management implementation?) and tailor the presentations to different groups.
- Conclude the questions and answers, ideas and suggestion to all delegations. The workshop should provide for other countries to provide their experiences.
- More participants to be included are better.
- Include the matter in Finance ministry.
- Develop a common software / ICT infrastructure for individual economy to apply in their countries.
- Pool of ICT experts from each country to make best application.
- Develop a common indicator for government progress.
- Share the development and practices between EC.
-

(d) Please provide any additional comments. How could the workshop be improved?

Generally, participants (APEC, Peru, Singapore, Indonesia) thought that it needs more time for discussion and deep analyzing of experiences.

Individual opinions:

- Allow none time for general discussion after formal presentation.
- The event was extremely well organized and planned!
- I think that the time that we have to learn from experiences was too short. I would like to have more time in deep analysis of the experiences.)
- The workshop logistics were very well handled by RDEC and Chinese Taipei. It would be nice to allow a bit more time for Q&A and for group mingling among the participants.
- Way too little time for final group discussion.
- More time for Q&A
- More sharing from individual economy may be better.

Annex : Group Photo

