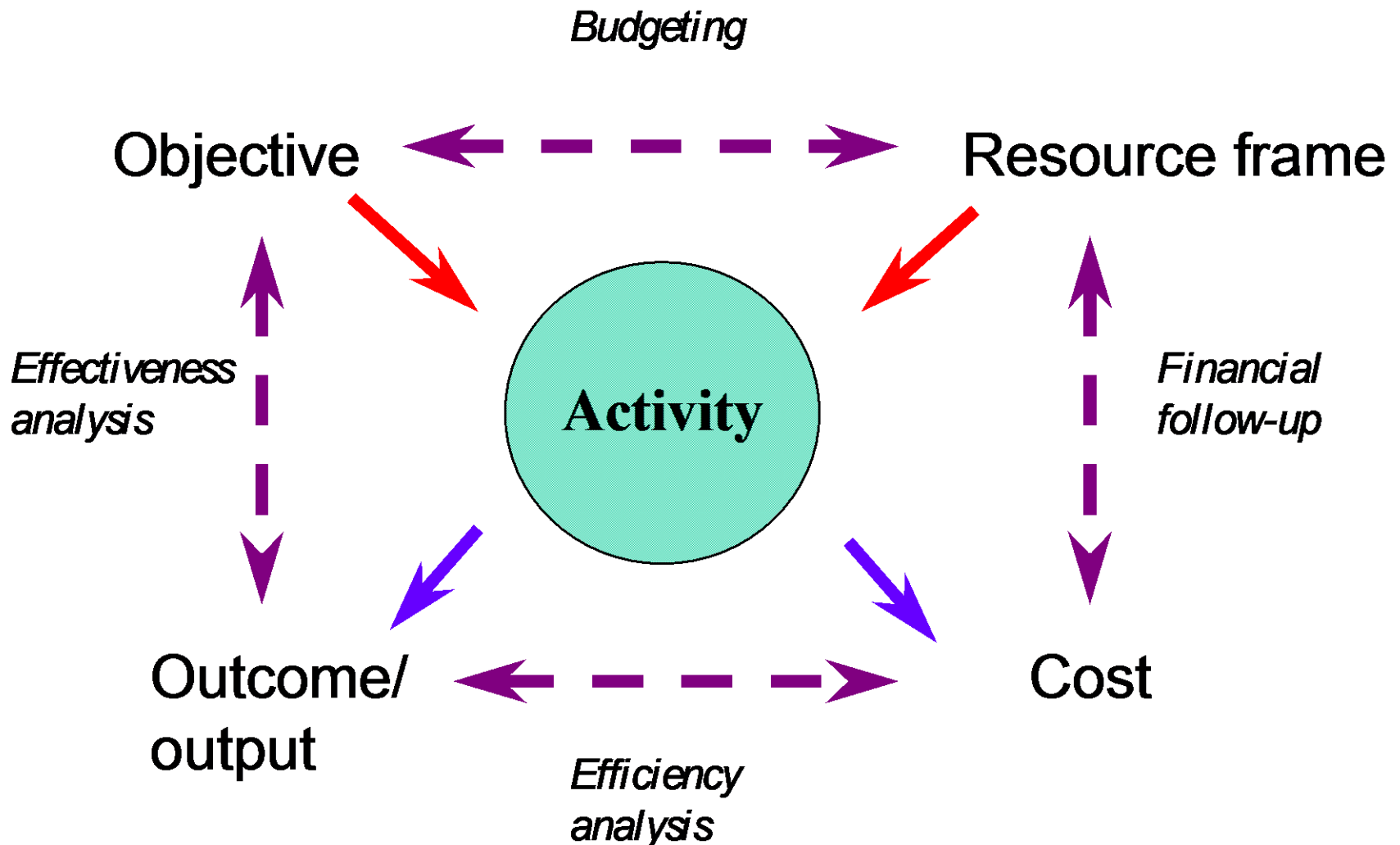


DESIGN & IMPLEMENTATION

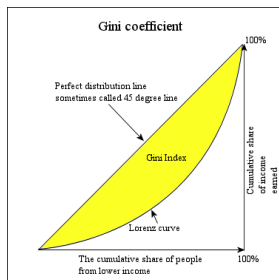
Improving Program Design and Effectiveness over time

Allan Gustafsson

Performance management



The Government's role is multifaceted



- Providing public goods
- Affecting income and wealth distribution
- Influencing the behavior of its citizens
- Improving allocative efficiency
 - External effects
 - Market imperfections
- Providing service to individuals

There are many tools in the toolbox!



- Legal and regulatory framework
- Public expenditure
- Tax breaks
- Information & benchmarking
 - Effectiveness & efficiency?
 - Who bears the costs?
 - Transparency?

Politics vs. administration



- Can the two ever meet?
- Different
 - Objective function
 - Time horizon
- Dealing with negative feedback!



Where do you want to go?

Objectives

Indicators

Targets

External factors



Targets

Specific

Measurable

Achievable

Realistic

Time-bound

CAUTION!



Authority to manage

Delegation of authority to agency level

Manager held responsible



Monitoring, evaluations & performance audit



- Strategic monitoring – key indicators
 - Internal
 - External
 - Established reporting trail
- In-depth evaluations
 - recurring or on a needs-basis by
 - independent evaluators
- Performance audits by Audit Office

Transparency, civil society & the media



- Public access to all relevant performance information
- Independent media capable of using the information
- Active civil society

Acting on the information

- Efficient flow of information
 - Agency reporting
 - Monitoring comments
 - Independent evaluation reports
- Analytical capacity
 - Ministries
 - Parliament
- Scheduling of debates in Parliament
 - ... to have an impact on the new budget
- Institutional and procedural arrangements
 - Accounts Committee



Redress

- Possibility of redress if wronged
 - Ombudsmen and other institutions
- Legal system with integrity



Planning vs. consumer choice

If individually consumed
services consumer choice
a better option?!

Public financing – private
provision?

Monitoring challenges!



Difficulties and issues

- Definition and agreement on objectives and indicators
- Linking financial and results reporting
- Monitoring and evaluation capacity
- Interest in and capacity to act on feed-back
- Willingness to reassess spending priorities
- Cross-institutional coordination and decision-making
- Making the political and administrative process walk in step

THANK YOU
