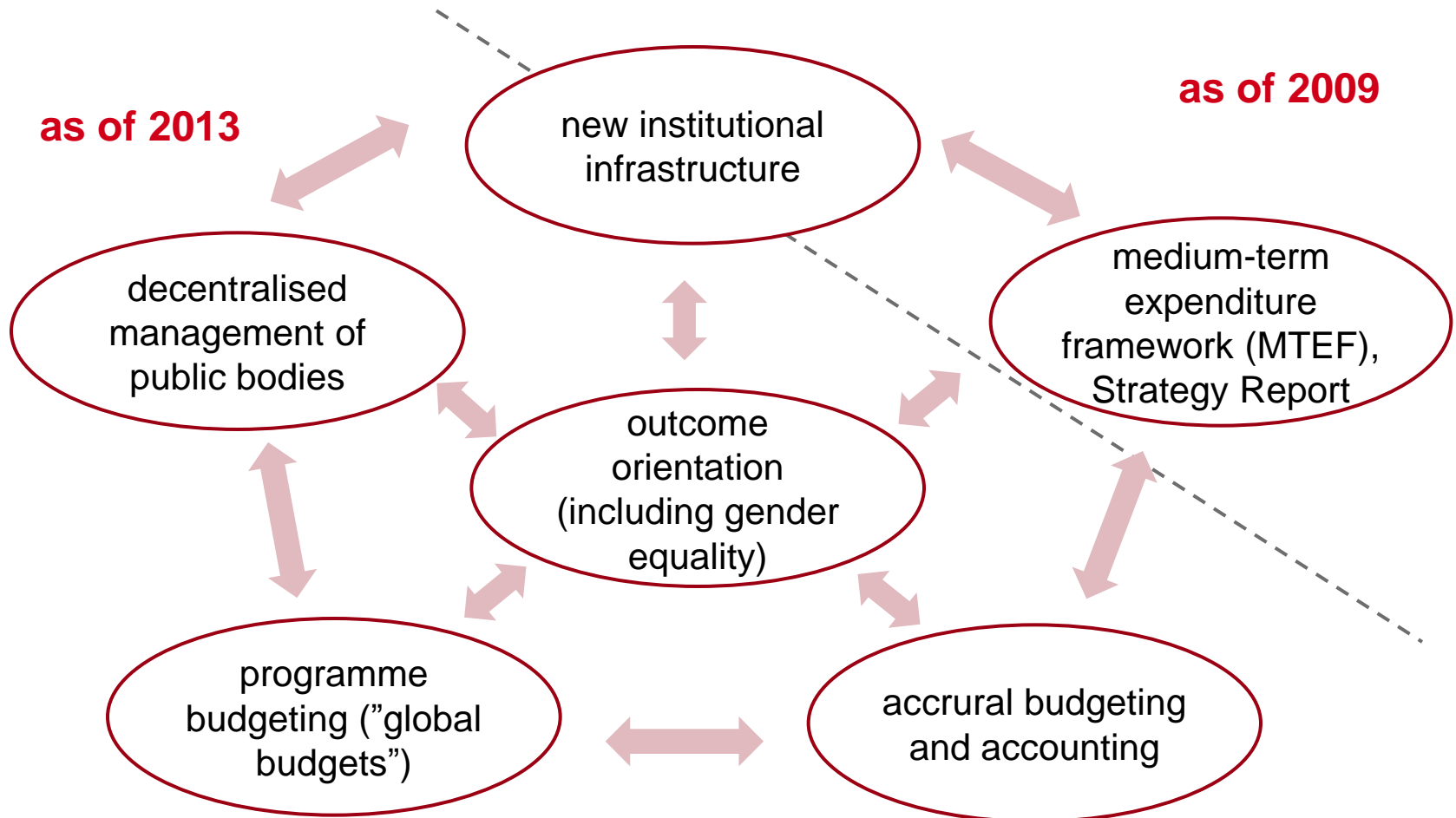

Implementation of Performance Budgeting in Austria

Monika Geppi

Deputy Head of the Federal Performance
Management Office

Elements of budget reform



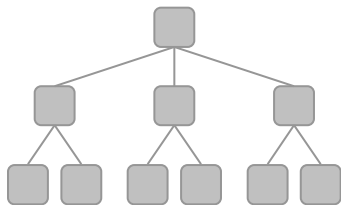
Outcome orientation as a tool for



... Parliament & the
interested public

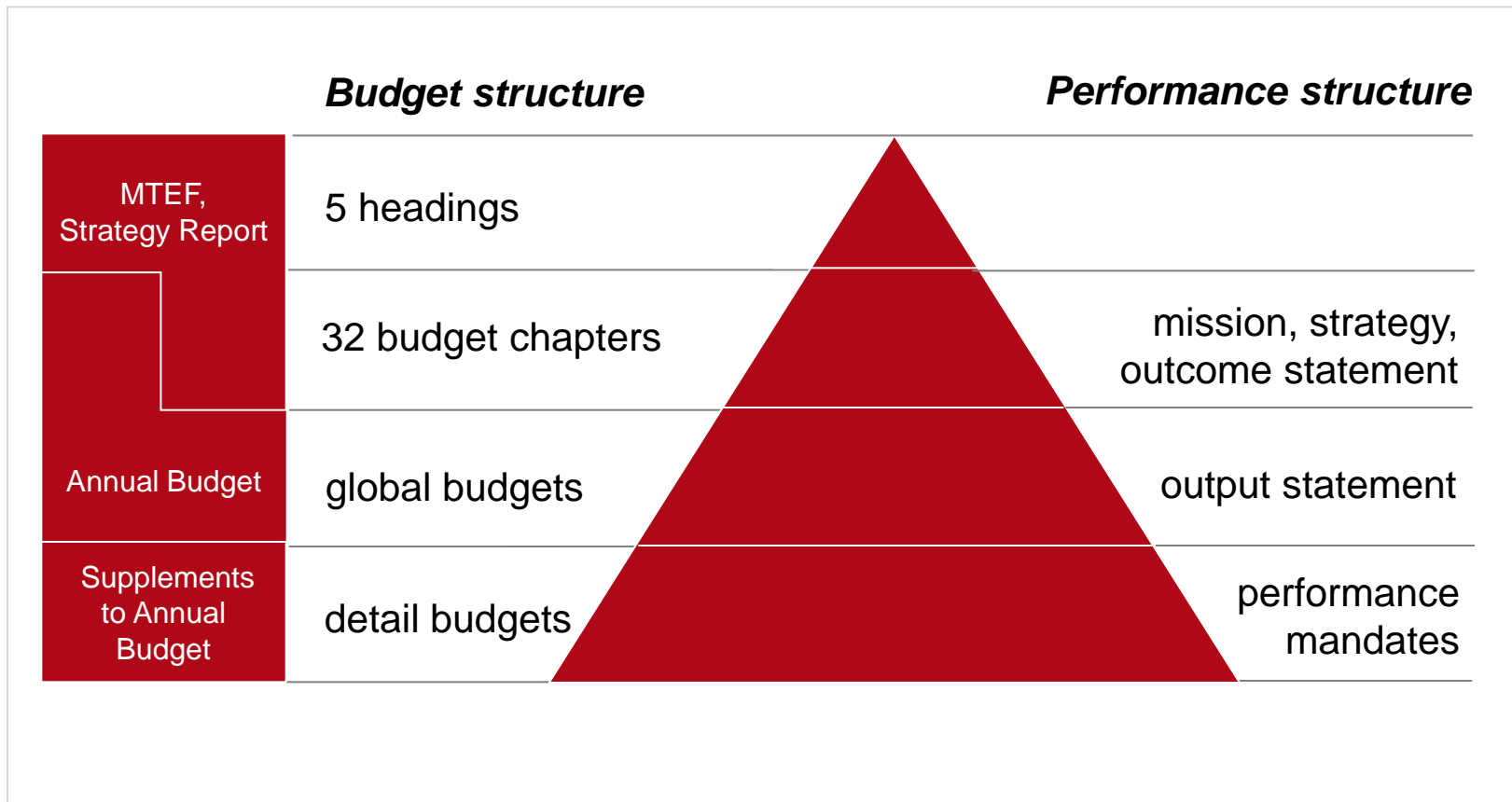


... government & ministers

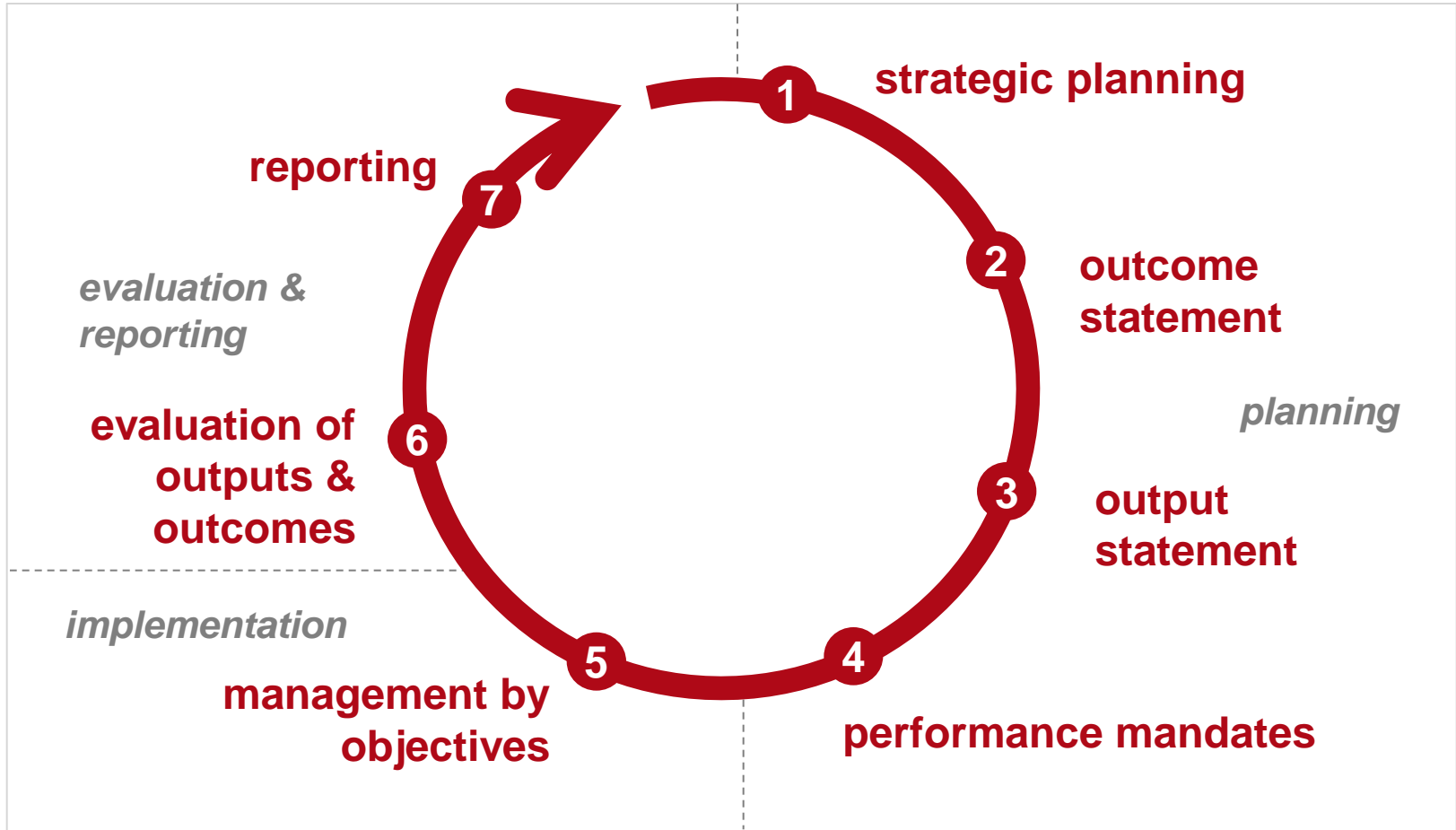


... public administration

Budget and performance structure



Performance management cycle



Annual outcome statement per budget chapter

Mission:

Outcomes 1-5

Outcome 1:

Why this outcome?

What is being done to achieve this outcome?

What would success look like?

Outcome 1: Improving safety and security

Why this outcome?

Safety and security in public and private life is a human right and essential to well-being. International comparisons show that Austria is one of the safest countries in the world. This high level of safety must be maintained and upgraded further.

What is being done to achieve this outcome?

- Extending preventive work and awareness training
- Combating crime effectively and efficiently with new methods and technologies
- Special training programme on combating crime
- Improving police response times (i.e. time between an emergency call and arrival at the scene)
- Evidence-based human resource allocation
- Analysing road accident patterns and identifying traffic hot spots

What would success look like?

- **Crime rate:** desired outcome 2013: <x%; starting level 2011: y% [definition: total number of crime incidents per 100,000 inhabitants, source: Crime Statistics, Ministry of the Interior]
- **Percentage of crimes solved:** desired outcome 2013: >x%; starting level 2011: y% [definition: ratio of cases solved to total number of crimes, source: Crime Statistics, Ministry of the Interior]
- **Number of road accidents with injuries:** desired outcome 2013: <x; starting level 2011: y [definition: total number of persons killed in road accidents, source: Road Accidents Statistics, Statistik Austria]

Integration of gender equality

- **Constitutional budgetary principle:** outcome orientation including gender equality
- **Integrated approach:** gender equality is to be considered in policy making and management (→ strategy report, annual outcome and output statements, performance mandates)
- Goes beyond simply allocating separate budgets for women and men
- **Integrated gender mainstreaming and budgeting requires**
 - gender analysis
 - identification of challenges
 - definition of objectives (i.e. outcome statements)
 - action to be taken (i.e. output statements)
 - evaluation and reporting (i.e. Annual Federal Performance Report)

Examples of outcomes relating to gender equality

- Ministry of Education, Arts and Culture
 - Promoting equality in the educational system (reducing gender, ethnic and socioeconomic inequality)
- Ministry of Economy, Family and Youth
 - Facilitating the reconciliation of work and family life
- Ministry of Labour, Social Affairs and Consumer Protection
 - Reintegration of women into the labour market, especially after parental leave
- Ministry of the Interior
 - Better protection against violence, especially violence against women, children and elderly people
- Ministry of Finance
 - Increasing the percentage of women on the supervisory boards of state-owned companies

Annual output statement per global budget

Outputs 1-5

Contribution to Outcome No.	What is being done? Outputs:	Target 2013 (milestones/performance indicators)	Status 2011 (milestones/performance indicators)

Recommendations by the Court of Audit

Ministry 's response to recommendations

Annual output statement – global budget „Security & Safety“

Contribution to Outcome No.	What is being done? Outputs:	Target 2013 (milestones/performance indicators)	Status 2011 (milestones/performance indicators)
1	Extending preventive work and awareness training	Awarness trainings: <ul style="list-style-type: none"> – Residential burglary prevention: x hours, y participants – Crime prevention strategies for elderly people: x hours, y participants 	Awarness trainings: <ul style="list-style-type: none"> – Residential burglary prevention: x hours, y participants – Crime prevention strategies for elderly people: x hours, y participants
1	Evidence-based human resource allocation	Need-based staff assignment in police offices: total number of crimes reported per police officer (in full time equivalents) between x and y	Total number of crimes reported per police officer (FTE) between x and y
1	Improving police response times (i.e. time between an emergency call and arrival at the scene)	In x% of cases arrival within y minutes	In x% of cases arrival within y minutes
...	...		

The Federal Performance Management Office

Mission



consultancy
& training



quality
assurance



performance
reporting

Preparation of outcome/output statements

- Responsibility of line ministries
- Quality assurance by Federal Performance Management Office
- Focus
 - methodology
 - uniform quality of objectives and indicators
 - Initiation of coordination meetings by interfaces
- Process
 - Performance Management Office can recommend clarifications and changes to ministry's outcome and output statement
 - Ministry must “comply or explain“

Quality criteria for performance information

Relevant	Focused on ministry 's priorities; providing meaningful information
Consistent	Linkage of outcomes and outputs, objectives and performance indicators
Comprehensible	Clearly formulated and easy to understand
Contextualised	Based on the Federal Government 's Programme and the respective ministry 's sphere of competence
Comparable	Consistent use of objectives and indicators
Verifiable	Using quantitative or qualitative performance indicators

Preparation of parliamentary debate

- Advisory Committee regularly informed about framework
- Feedback by Advisory Committee on „real“ performance information → political relevant information
- Informal feedback of interested members of parliament
- Information activities in all political parties 2 months before debate
- Feedback used as pressure to develop performance information
- Sensibilize members of parliament to initiate in a learning process

Budget debate

- November 2012
- Strong focus on outcome objectives, respective activities and indicators, not on detail budgets
- Debate in parliament shifts from unsystematic, input-oriented questions to a focus on priorities and strategies of ministries
- All political parties refer to performance information and discuss them.
- Focus on target values of indicators, not on technical/methodological details

Performance reporting

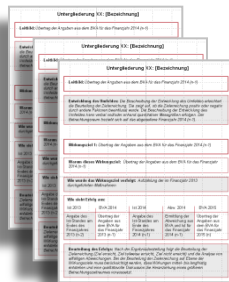
- Ministries' statements on achievement of objectives
 - focus: outcome and output statement in the Annual Budget
 - to be submitted to Performance Management Office by May 31 of the following year

- Annual Federal Performance Report
 - drawn up by the Performance Management Office
 - based on ministries' statements
 - to be submitted to Parliament by October 31
 - discussed together with the draft Annual Budget for the next year

Annual Federal Performance Report

Ministries

- evaluation
- statement on achievement of objectives
- reporting



31 May



Performance Management Office

- standardisation
- quality assurance
- coordination
- reporting



31 October



Parliament & interested public

- discussion of results
- political accountability



Ministries' statements per budget chapter

General information:

Mission:

External factors:

Ministries' statements per budget chapter

Outcomes 1-5

Outcome 1:

Why this outcome?

What has been done to achieve this outcome?

Achievement of objective:

Performance indicators	Starting level 2012	Desired outcome 2013	Outcome achieved 2013	Deviation 2013	Desired outcome 2014

Verbal description:

Ministries' statements per global budget

Outputs 1-5

Output 1:

Achievement of objective:

Contribution to Outcome No.	Performance indicators	Status 2012	Target 2013	Output 2013	Deviation 2013	Target 2014

Verbal description:

Ideas for development of framework

- Stronger link with budget information
- Strengthen benchmarking
- Development of governmental objectives
- More coordination activities based on interfaces between outcomes and outputs of different line ministries
- More focus on policy coherence
- Integration of local and regional level

Thank you for your attention

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