

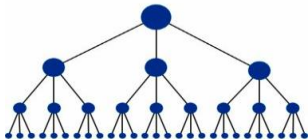
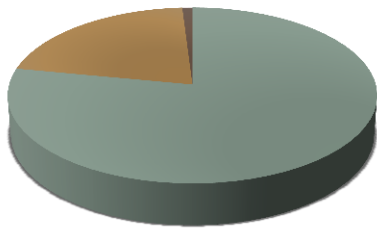
SWEDEN

Programs in Social Policy and Public Administration

Tirana, February 27, 2013

Allan Gustafsson

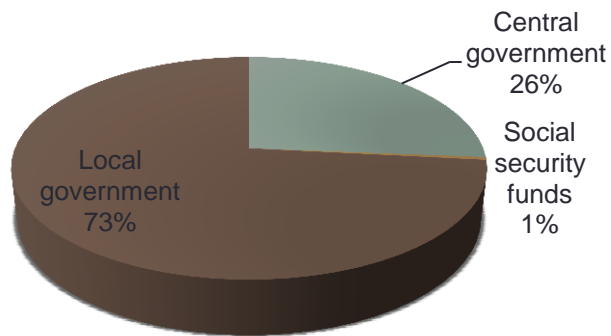
Outline



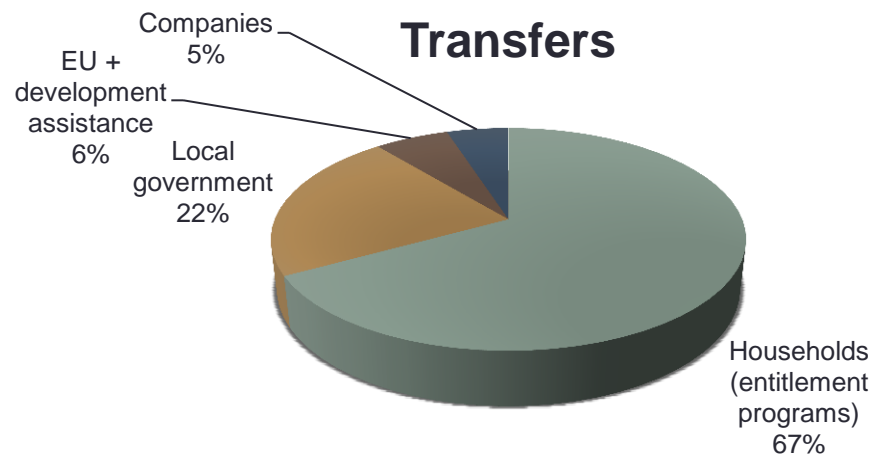
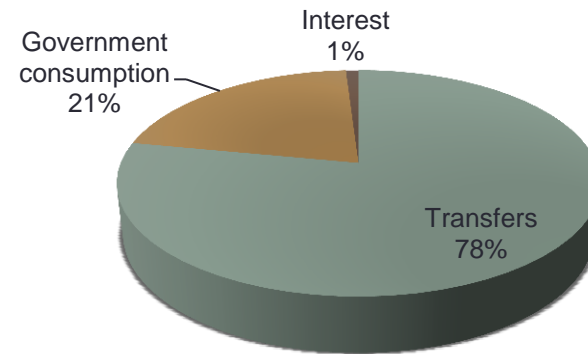
- The Swedish context
- Budget structure
 - Overall
 - Health and social care
 - Objectives
 - Indicators
 - Performance audit
 - Governance
- Challenges and lessons learnt

Features of Swedish public expenditure

Public sector consumption



Central government expenditure



Governance structure

Small ministries
(One structure: the Government offices made up of departments)

Numerous and independent agencies (≈ 290)



Performance management



- Management authority
- Accountability arrangements
- Program budgeting

Agency management authority



- Block appropriations
- Appropriation carry-over
- Credit facilities
- Loan financing of investment
- Authority over
 - Payments
 - Personnel
 - Premises
 - Own revenue
- Accounting

Accountability & responsibility



Vis-à-vis Parliament

- Agency statements of accounts and yearly report
- External audits – financial & performance
- Consolidated Government annual accounts

Vis-à-vis Government

- Agency ordinance (general)
- Agency specific instructions
- Letter of appropriation
 - Objectives and results indicators
 - Ad hoc reporting requirements
 - Finances
- Statement of accounts and yearly report
- Follow-up meetings with responsible minister
- Evaluation of financial management
- Sector oversight cum evaluation bodies

Accountability & responsibility

Vis-à-vis the public

Consumer choice

Performance
related
appropriations

The Parliamentary
Ombudsman

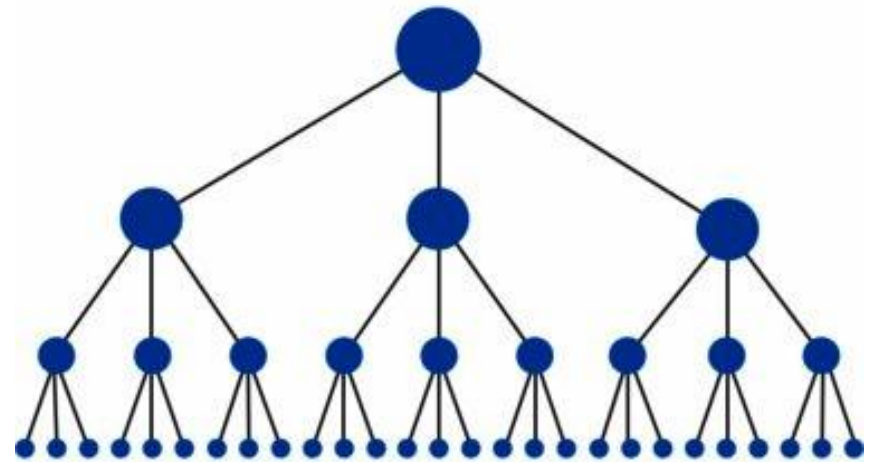
Satisfaction surveys

The media



Budget structure

- Expenditure areas (27)
 - Policy areas (48)
 - Appropriations (≈ 470)
 - Components (x)



Expenditure areas

- 1. State governance
- 2. Public finance and financial mgnt
- 3. Tax admin and customs
- 4. The legal system
- 5. International cooperation
- 6. Defense and crises management
- 7. Development assistance
- 8. Migration
- 9. Health and social care
- 10. Sickness and disability benefits
- 11. Old age special pensions
- 12. Family benefits
- 13. Integration and equality
- 14. Labour market and working life
- 15. Student support
- 16. Education and university research
- 17. Culture, media, religious affairs and leisure
- 18. Planning, housing, and consumer protection
- 19. Regional growth
- 20. Environmental protection
- 21. Energy
- 22. Communications
- 23. Agriculture, forestry and fishing
- 24. Enterprise
- 25. General subsidies to local government
- 26. Interest on public debt
- 27. Contribution to the European Community



Policy areas

- 9. Health and social care



- 1. Health care policy
- 2. Public health policy
- 3. Disability policy
- 4. Social services policy
- 5. Children's rights policy
- 6. Anti-addiction policy
- 7. Social research policy

Appropriations

- EA 9: Health and social care

- PA 2. Public health policy



- 1. Institute of Public Health
- 2. Swedish Institute for Communicable Disease Control
- 3. Contribution to the Nordic School of Public Health
- 4. Contribution to WHO
- 5. HIV/AIDS and communicable diseases program
- 6. Immunization readiness program

Components

- PA 2. Public health policy
 - A5. HIV/AIDS and other communicable diseases
- 1. Contributions to NGOs
- 2. Transfers to local government
- 3. National initiatives and co-ordination



Letter of Appropriation to agency

- Assignments

....

- Reporting

The State Institute for Public Health shall report on how the determining factors of the health of LGBT persons how changed in recent years ...

- Financing

- Conditions

... develop guidance to foster healthy ageing and initiate a pilot project of health coaches focused on the elderly.

... analyse the requirements for closer collaboration between public, private, and non-profit stakeholder to foster healthier lifestyles.



Overarching objective & focus – health care

- Accessible, effective and efficient health care tailored to the needs of each individual
 - Ensure good access and freedom of choice of health care providers
 - Ensure that health care is evidence-based
 - Ensure patient participation and self-determination
 - Create conditions for following-up on the results of the health care services
 - Make use of accumulated knowledge and experience in order to improve health care



Objectives alcohol, narcotics, doping and tobacco

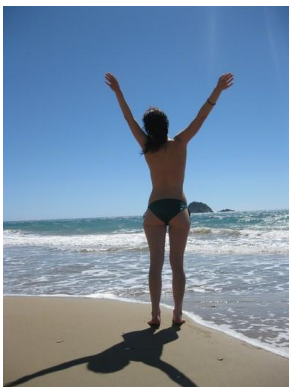
Alcohol Improve public health by reducing the medical and social ill-effects of alcohol.

Narcotics A society free of narcotics

Doping A society free from doping

Tobacco Reduce tobacco consumption through

- A tobacco-free start in life from 2014
- A halving of the number young people under 18 starting to smoke or using snuff by 2014
- A halving of the number of heavy smokers by 2014
- Nobody being involuntarily exposed to tobacco smoke



Indicators

- Proportion of students in grade 9 using alcohol, narcotics and tobacco
- Total alcohol consumption
- Alcohol related deaths
- Own reporting of narcotics and performance enhancing drugs



Findings of performance audit of state support of alcohol consumption control



1. Limited evidence that state financial support of alcohol consumption control has had any effect
2. The support of local supervision does not seem to have had any effect on the consumption of alcohol by young people
3. Central Government guidance has been ineffective
4. The allocation of grants has been unfocused
5. The contributions to NGOs has not been focused on results and effects
6. The Institute of Public Health has not used the resources at its disposal for enforcing supervision
7. The State Provincial Offices use limited resources in relation to the needs and the demand
8. The transfer of information from the police is inadequate

EA: State governance



- 1. Head of State
- 2. Parliament and Parliamentary Ombudsmen
- 3. Sami Parliament
- 4. Government offices
- 5. County Councils
- 6. Democracy
- 7. National minorities
- 8. Media
- 9. Swedish Institute of European Policy Studies & Information on the EU

PA: Democracy



- 1. General elections and democracy
- 2. Chancellor of Justice
- 3. Data Inspections Board
- 4. Registry of laws
- 5. Election Board
- 6. Subsidies to political parties

Difficulties and challenges

- Multifaceted reality
- Definition and agreement on objectives and indicators
- Role of targets
- Linking financial and results reporting
- Cross-institutional coordination and decision-making
- Monitoring and evaluation capacity
- Interest in and capacity to act on feed-back



How to create culture of learning

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



General conclusion



- Performance management so much more than programs and indicators:
 - Management authority
 - Accountability arrangements
 - In-depth evaluations / audits
 - Public oversight (transparency)
 - Pay-for-performance
 - Consumer choice
 - Political culture change

THANK YOU!
