



Organisation for Economic Co-operation and Development

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**PUBLIC GOVERNANCE DIRECTORATE
PUBLIC GOVERNANCE COMMITTEE**

Working Party of Senior Budget Officials

AGENDA

14th Annual Meeting of the OECD Senior Budget Officials Performance & Results Network

**OECD Conference Centre, Paris
26-27 November 2018**

Meeting Chair: Lembit Suur, First Assistant Secretary, Department of Finance, Australia.

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14th Annual Meeting of the OECD Senior Budget Officials Performance & Results 14th Annual Meeting of the OECD Senior Budget Officials Performance & Results Network**AGENDA****Monday, 26 November 2018**

From 8:45 **Registration** (*please note that Delegates must pass through a security check at the main entrance*).

9:00-9:15 **Welcome remarks by the Chair and the OECD Secretariat**
Delegates' introductions

09:15-10:00 SESSION 1 – News updates

In this session, self-selected countries will provide brief (up to 5 minutes) updates on significant recent initiatives and achievements (especially since the last meeting of the Network) in relation to the performance and results agenda, focused on sharing news about significant innovations, achievements and lessons learned. This is intended to provide participants with a very broad range of experiences that can be explored in bilateral discussions with other OECD member countries.

10:00-10:30 Coffee Break

10:30-12:30 SESSION 2 – Spending reviews: towards good practice

Most OECD countries now have experience in carrying out spending reviews and yet the approaches vary widely, in terms of objectives, scope and governance. This session provides an opportunity for OECD countries to reflect on the factors that have facilitated a more effective spending review. Countries will present an assessment of the factors that have helped support the process, including governance, management arrangements as well as aspects of the administrative environment. Country experiences will provide the foundation for a larger discussion on the scope for moving towards the development of OECD guidance on Spending Reviews.

- *Robert Barton, Senior Analyst, Treasury, New Zealand*
- *Joonas Pärenson, Adviser, State Budget Department, Ministry of Finance, Estonia*
- *Nynke de Witte, Ministry of Finance, Netherlands*
- *Rita Schutt, Acting Director General, Fiscal, Economic and International Affairs, Federal Ministry Finance, Germany*

Following the lead presentations, the floor will be open for discussion among all delegates.

12:30-14:00 Luncheon

14:00-17:30 SESSION 3 – Using performance information for management**14:00-15:30 Plenary session**

Around a third of OECD countries that have performance budgeting categorise their system as “managerial performance budgeting”. This is a type of performance budgeting in which performance information is generated and used for internal managerial purposes and for organisational/managerial accountability, with a lesser focus upon the linkages with budget allocations. This session looks at what managerial performance budgeting means in practice. More specifically, it will identify key characteristics of managerial performance budgeting, including the type of performance information that is collected and how information is used for internal managerial purposes as well as for organisational and managerial accountability.

- *Astri Tverstøl, Deputy Director General, Ministry of Finance, Norway*
- *Eneken Lipp, Project Manager of Performance Based Budgeting, Ministry of Finance, Estonia*
- *New Zealand Case Study, presented by Edwin Lau, Head of Division, Budgeting and Public Expenditures, OECD*
 - *Discussant: David Eng, Senior Analyst, Treasury, New Zealand*

15:30-16:00 Coffee Break**16:00-17:00 Breakout groups**

Following on from the plenary session, delegates will join breakout groups to continue discussing managerial performance budgeting. Each group will be invited to consider the following questions:

1. What does managerial performance budgeting mean in practice and what procedures or processes tend to be put in place to change the way budgets and programmes are managed?
2. What sort of information is collected/used in a managerial performance budgeting context that is different to the information that is needed for types of performance budgeting?
3. What does a managerial approach imply for the relationship between the Ministry of Finance and Line Ministries?
4. What are the prerequisites for such an approach to be successful, e.g. performance oriented HR, budgetary flexibility, clearly assigned responsibilities etc.?
5. Does this approach depend on a performance culture existing within government? How can that be established if it does not already exist?
6. Does there tend to be a lesser focus upon the linkages with budget allocations in this approach, and is that a help or a hindrance?
7. What are the main challenges and constraints that countries have faced in trying to implement such an approach successfully?
8. What impact is this approach having on programme management and performance? Is there evidence that this approach leads to improved performance, lower costs etc.?
9. How could key government stakeholders and oversight bodies, such as the supreme audit institution and parliament, further encourage or ensure the effectiveness of managerial performance budgeting?
10. Are there general lessons that can be drawn and is this a direction that more countries should follow?

Each group should appoint a rapporteur to provide feedback in the plenary discussion.

17:00-17:30 Breakout feedback in plenary**From 17:30 Reception and Launch of OECD Performance Budgeting Best Practices**

Tuesday, 27 November 2018

9:00-10:30 SESSION 4 – International trends in performance budgeting

Presentation on the 2018 OECD Performance Budgeting Survey

- *Anne Keller, Policy Analyst, Budgeting and Public Expenditures Division, OECD*

Presentation on the 2018 Performance Budgeting Survey in PEMPAL countries

- *Nikolay Begchin, Ministry of Finance, Russian Federation and*
- *Naida Carsimamovic, PEMPAL Resource Team, World Bank*

Following the lead presentations, the floor will be open for discussion among all delegates.

10:30-11:00 Coffee Break

11:00-12:30 SESSION 5 – Strengthening the feedback loop: Improving the quality and impact of annual performance reporting

This session focuses on annual performance reports, in particular on country experiences in improving their quality and promoting their effective use; e.g. to inform budgetary decision-making, programme design and management. It will also look at how countries report to parliament and at the institutional processes and incentives that promote responsiveness, including involvement by the centre of government (Prime Minister's office, Cabinet Office, Ministry of Finance), the supreme audit institution and parliament.

- *Glenn Purves, Assistant Secretary, Expenditure Management, Treasury Board Secretariat, Canada*
- *Sanita Tiltiņa, State Auditor-Lawyer, State Audit Office, Latvia*
- *Ruth Ward, Senior Finance Advisor, Financial Reporting Policy Team, HM Treasury, United Kingdom*

Following the lead presentations, the floor will be open for discussion among all Delegates.

12:30-13:00 SESSION 6 – Report by OECD Secretariat and future work programme

- ▶ Delegates will be asked to identify future work priorities for the OECD's Programme of Work in the area of performance and results, and indicate their interest in particular studies.

13:00 Closing by Chair and OECD Secretariat

MEETING INFORMATION

Registration Form

All delegates must complete the registration form and return it to the Secretariat (helene.leconte-lucas@oecd.org) ahead of the meeting.

Accommodations

Delegates are responsible for their own accommodation. Information on hotels close to the OECD at special rates and our online booking system can be found at: <http://www.oecd.org/site/conferencecentre/hotels-close-to-oecd.htm>

Meeting Location

The meeting will take place at the Conference Centre at OECD Headquarters – *Château de la Muette* – which is located at: 2, rue André Pascal in the 16th *arrondissement* (district) of Paris. The closest metro station is “*La Muette*” on line 9, or “*Boulayvilliers*” or “*Henri Martin*” on line C of the RER. More information on getting to the OECD can be found at: <http://www.oecd.org/site/conferencecentre/gettingtotheoecd.htm>

Security and Badges

Please be advised that OECD Headquarters is a secure complex. Badges can only be issued to registered delegates, and a passport or national identity card is required. Delegates must go to the main entrance and pass through the security checkpoint. Please allow up to 15 minutes to complete these formalities.

Catering

The OECD Conference Centre has several dining options including a coffee bar, snack bar, cafeteria, and restaurant.

Wi-Fi Internet Access and Business Centre

The OECD Conference Centre features complimentary Wi-Fi Internet Access throughout its facilities. There is also a Business Centre located in the Conference Centre offering complimentary desktop computers with standard Microsoft Office software, Internet connection and printers.

Simultaneous Translation

Simultaneous translation between English, French will be available throughout the meeting.

Cocktail Reception

All delegates are invited to a reception on the evening of the first day of the meeting, Monday 26 November.