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Performance Information

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Performance information (PI)

- Focus on PI needs of performance budgeting
 - Not on overall PI system
 - Which should serve results-oriented management
 - Type of PI needed depends of PB model
- PB to inform government budget preparation
 - Better prioritization & increased pressure to perform
- Requires:
 - Program classification of budget
 - Information on program objectives and results
- PI usable by central budget decision-makers
 - MoF, political executive, possibly also Congress



Results Information

- Objectives and logic of program:
 - Outcomes it aims to deliver
 - How activities and outputs achieve this
 - Intervention logic
 - Valuable to decision-makers in itself
- Limits on Performance Measures
 - Some things hard to measure
 - E.g. output quality
 - Problem of contextual factors
 - Can sometimes adjust indicators
 - By often not possible



Making Measures Relevant to Budget Decision-Makers

- Danger that not useful and not used
 - Too many, with unclear significance
- Small number of key measures
 - Key central agency role in defining these
- Summary Measures?
 - The PART model
 - Politically problematic in many countries
- Linking to Targets
 - But don't rush into target-setting



Crucial Role of Evaluation

- Because of limits of measures in isolation
- Chile's ten years record of success
- Australia's Strategic Review Framework
- Canada's Strategic Reviews
- How to keep evaluation relevant to budget decision-makers:
 - Keep it practical, timely, use judgment
- Choosing what will be evaluated
 - Routine vs. strategic selection



Cost Information

- Programs classified on objectives
- Programs meaningfully costed
- Budget execution monitored by program
 - Accounting system must incorporate
 - IFMIS also
- Indirect cost attribution challenge
 - Administration programs as a compromise



Overarching Considerations

- PI is costly
 - Financial, and of skilled human resources
 - Continued operation as well as set-up
- Aim should not be best possible PI
- Careful selection of relevant PI
- Develop in tandem with capacity to use
- Analytic skills and role of MoF