



THE WORKSHOP IS COFINANCED FROM THE EU FUNDS
EUROPEAN SOCIAL FUND
OPERATIONAL PROGRAM - HUMAN CAPITAL



**CONFERENCE ON
PERFORMANCE-BASED BUDGETING
WARSAW, POLAND – NOVEMBER 7-9, 2007**
**PROGRAM-BASED BUDGETING
AND
RESULTS-BASED MANAGEMENT
IN CANADA**

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PRESENTATION OUTLINE



1. THE CANADIAN CONTEXT: OVERVIEW
2. GENERAL FRAMEWORK FOR PERFORMANCE-ORIENTED GOVERNANCE
3. CANADIAN POLICY FORMULATION AND CABINET DECISION-MAKING
4. CANADIAN BUDGET PROCESS
5. EXPENDITURE MANAGEMENT SYSTEM (EMS)
6. RESULTS-BASED PROGRAM MANAGEMENT AND ACCOUNTABILITY FOR PERFORMANCE
7. MANAGING REFORMS AND CAPACITY BUILDING

References: Supporting Materials (in English)



1. THE CANADIAN CONTEXT: OVERVIEW

- A. FEDERAL SYSTEM; WESTMINSTER-BASED COMMON LAW**
- B. PRIME MINISTER, CABINET, PARLIAMENT**
- C. CANADIAN GOVERNMENT STRUCTURE**
- D. SUBNATIONAL GOVERNMENTS**



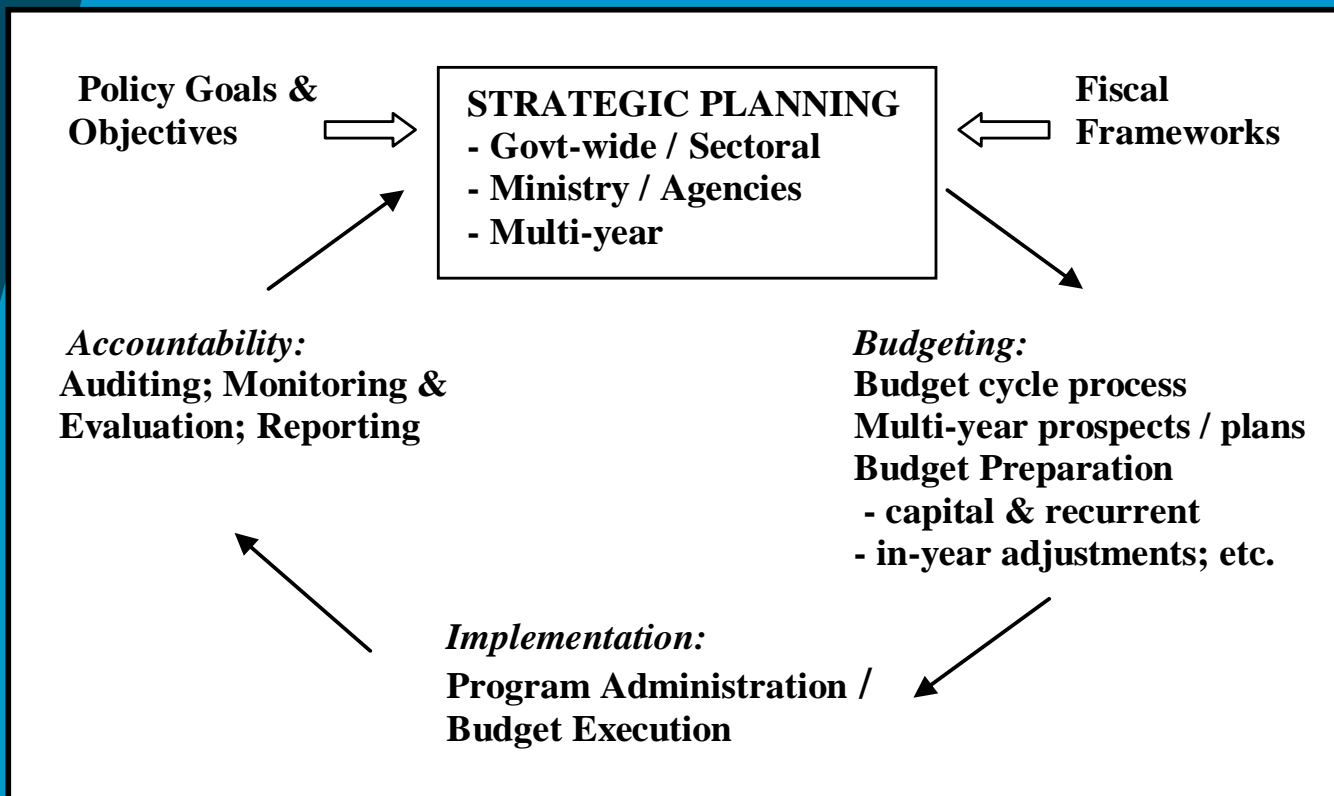
2. GENERAL FRAMEWORK FOR PERFORMANCE-ORIENTED GOVERNANCE

- A. PUBLIC SECTOR MANAGEMENT: "SYSTEM ARCHITECTURE" (*diagram next page*)
- B. SYSTEM COMPONENTS AND INTERDEPENDENCE
- C. DEFINITIONS: PBB + RBM + ACCOUNTABILITY

2. GENERAL FRAMEWORK: "System Architecture"



POLICY DEVELOPMENT PROCESSES



BUDGET PROCESSES (Econ+Fiscal Forecasting; PEMS; etc.)






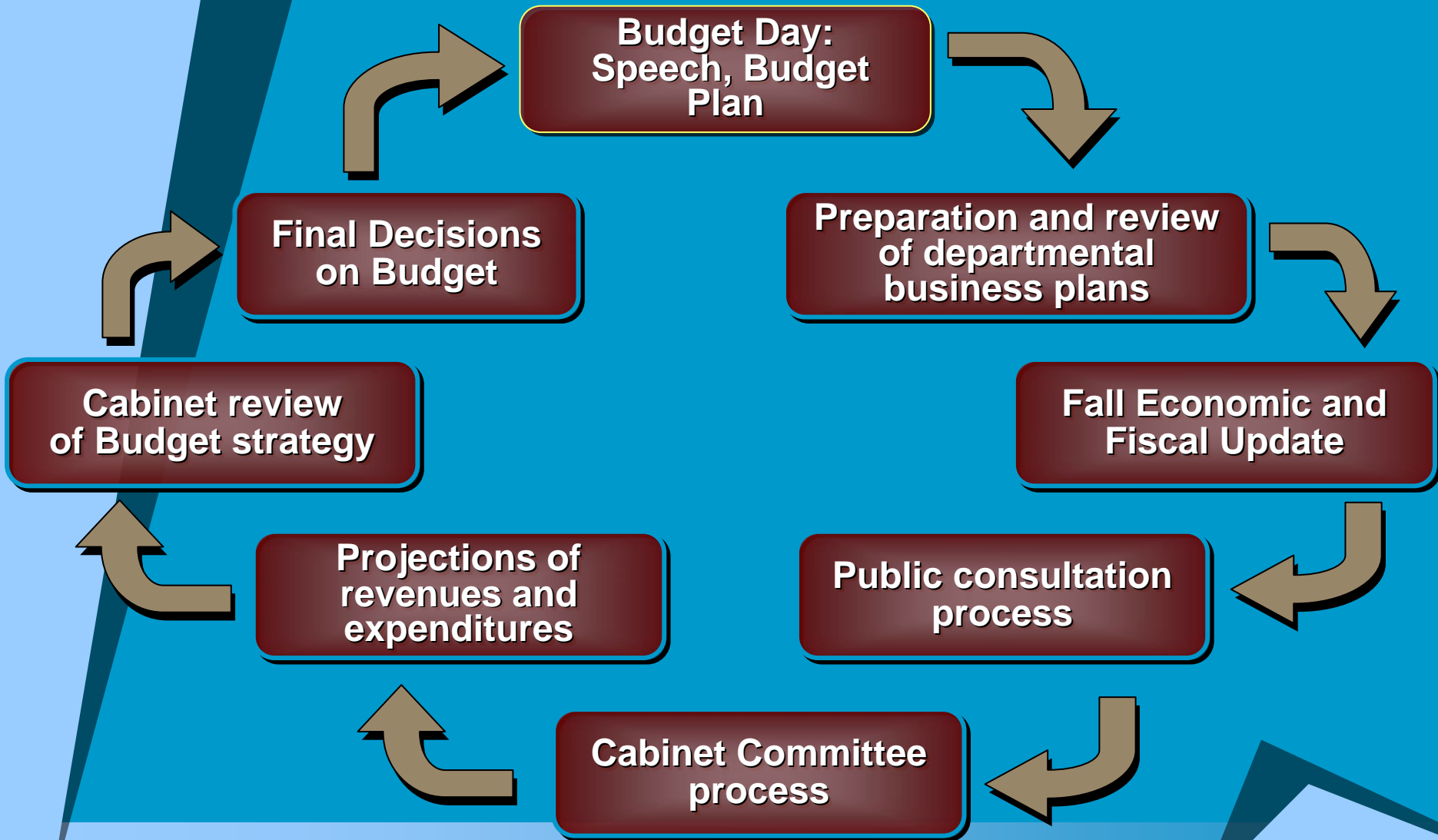
3. CANADIAN POLICY FORMULATION AND CABINET DECISION-MAKING

- A. COLLECTIVE DECISIONS; MINISTRY RESPONSIBILITY**
- B. BUDGET-POLICY LINKAGES AND APPROVAL PROCESSES**
- C. IN-HOUSE VERSUS OUTSIDE POLICY ANALYSIS & ADVOCACY**
- D. OTHER**

4. THE CANADIAN BUDGET PROCESS

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- A. ROLES OF DEPARTMENT (MINISTRY) OF FINANCE**
 - B. FEDERAL BUDGET: NATURE AND PROCESS**
 - C. BUDGET PLANNING CYCLE *(diagram next page)***
 - D. BUDGET STATUS AND CHALLENGES**

4. THE CANADIAN BUDGET PROCESS: Budget Planning Cycle



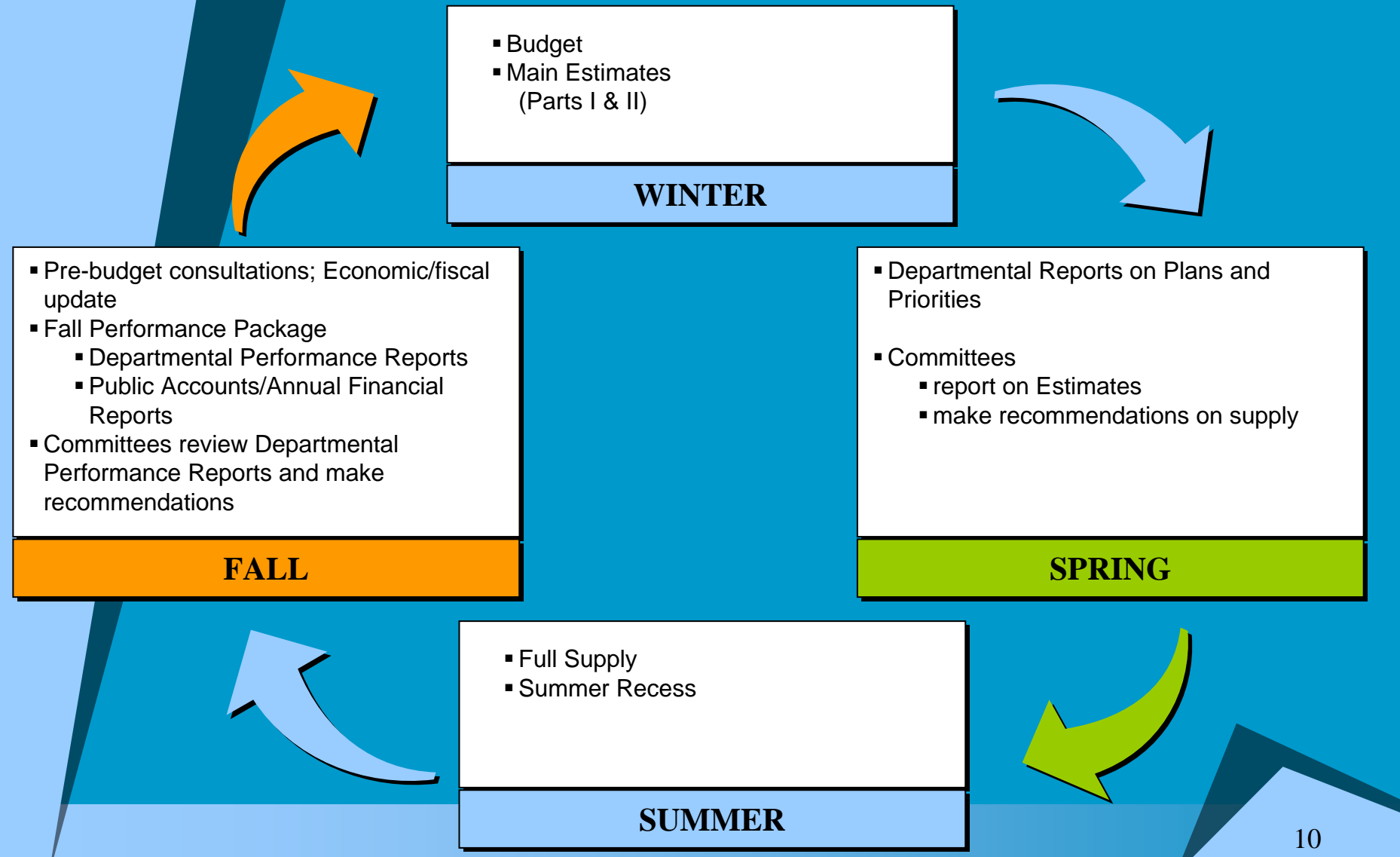
5. THE EXPENDITURE MANAGEMENT SYSTEM (EMS)



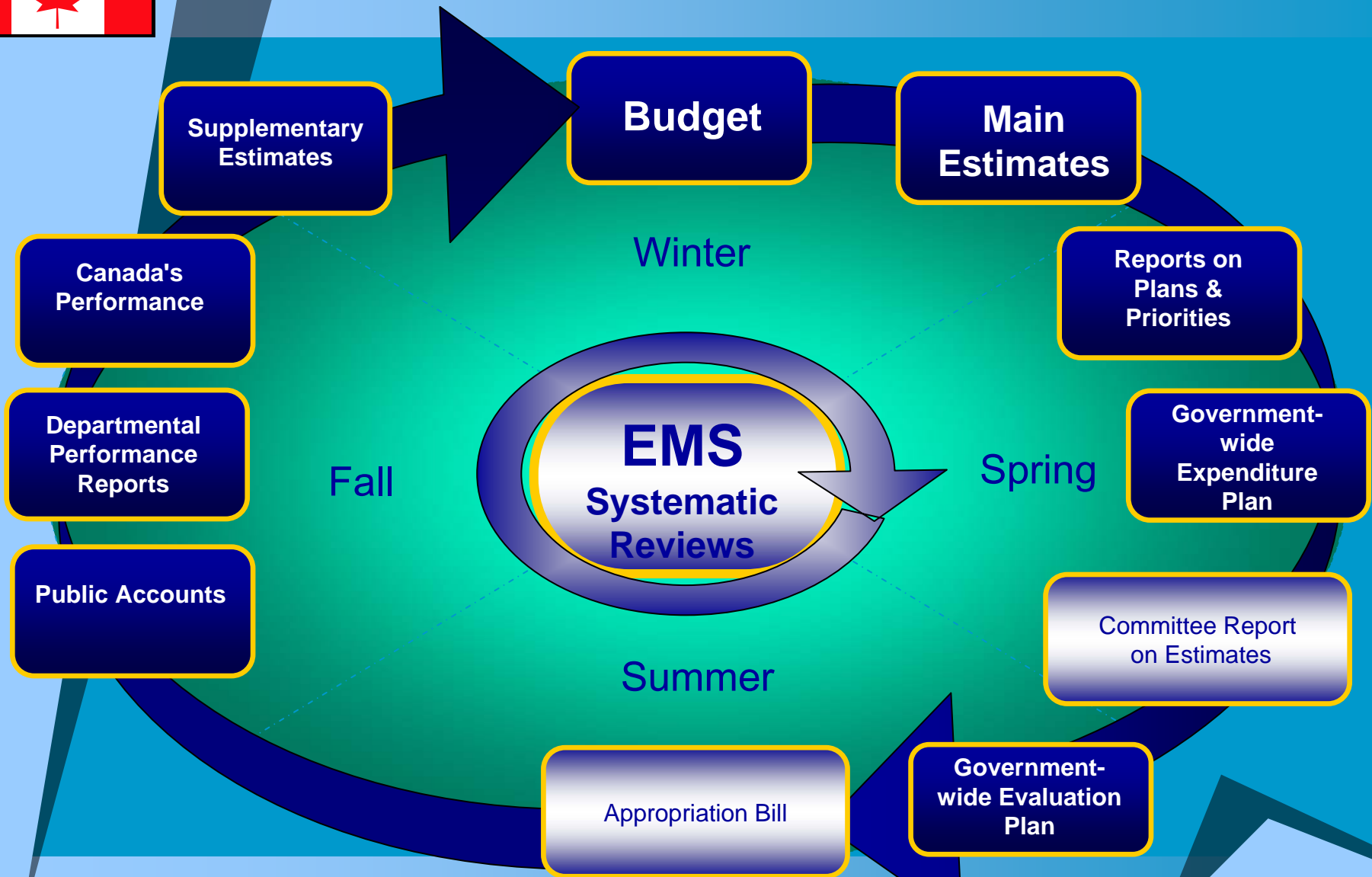
- A. ROLES OF TREASURY BOARD (TB) AND TREASURY BOARD SECRETARIAT (TBS)**
- B. ESTIMATES LINKED TO THE ANNUAL BUDGET**
- C. BUDGET-ESTIMATES-REPORTS CYCLE (*diagram*)**
- D. EMS FRAMEWORK**
- E. EMS: DELEGATION & ACCOUNTABILITY**
- F. EMS: EVOLUTION AND CURRENT INITIATIVES**
- G. RENEWED EMS CYCLE (*diagram*)**



5. THE EXPENDITURE MANAGEMENT SYSTEM: Budget-Estimates-Reports Cycle



5. THE EXPENDITURE MANAGEMENT SYSTEM: Renewed EMS Cycle





6. RESULTS-BASED PROGRAM MANAGEMENT AND ACCOUNTABILITY FOR RESULTS

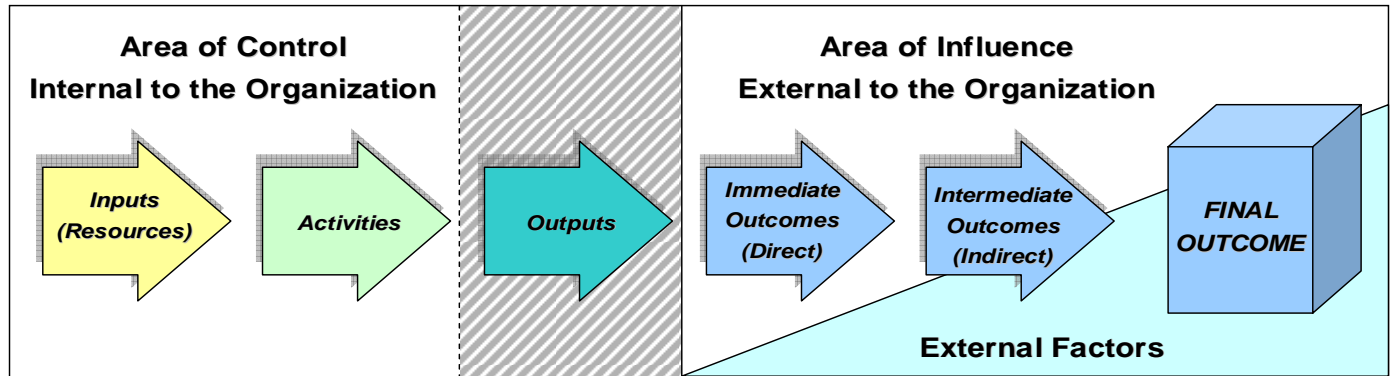
- A. MANAGING, DECIDING, REPORTING: A RESULTS ORIENTATION (*diagram*)
- B. MANAGEMENT, RESOURCES & RESULTS STRUCTURE (MRRS) (*diagram*)
- C. HIERARCHY OF GOALS & PROGRAMS / ACTIVITIES
- D. PROGRAM LEVEL MANAGEMENT & ACCOUNTABILITY FRAMEWORKS (RMAF)
- E. PROGRAM AUDITING, MONITORING & EVALUATION
- F. CURRENT SYSTEM PRIORITIES

6. RESULTS-BASED MANAGEMENT AND ACCOUNTABILITY: Results Chain



Treasury Board of Canada
Secrétariat
Secrétariat du Conseil du Trésor
du Canada

Program Results Chain



Centre of Excellence for Evaluation

Canada

6. RESULTS-BASED MANAGEMENT AND ACCOUNTABILITY: MRRS Policy



More logical and consistent basis for interaction

DEPARTMENTS Management Tool

Reflects full mapping of programs
Better alignment of resources & priorities
More evidence based reporting
Improve program performance

Common basis for planning and reporting inside and outside

TBS

Informed decisions on investment choices based on priorities and value for money

PARLIAMENT Reporting Tool

Stronger accountability for spending and results

MRRS

Policy Objective:

Development of a common, government-wide approach to the collection, management, and reporting of financial and non-financial performance information

Budget Plan

Finance

PCO

7. MANAGING REFORMS AND CAPACITY BUILDING



- A. EVOLUTION OF INTERACTIVE CHANGES OVER TIME**
- B. ORGANIZING FOR CHANGE AND LEADERSHIP AT "CENTRE-OF-GOVERNMENT"**
- C. POLICY ANALYSIS AND POLICY RESEARCH**
- D. PUBLIC SECTOR MANAGEMENT AND ADMINISTRATION**
- E. PROGRAM EVALUATION FRAMEWORKS AND EXPERTISE**
- F. LESSONS**

7. MANAGING REFORMS AND CAPACITY BUILDING: Lessons



- There is no end point – persistence over many years is required and you never get it “right”
- You need central leadership to build capacity – someone with authority must set the game plan, make and enforce policies and invest
- A detailed understanding of the program base is essential – it is easy to lose and not easy to get back
- Information systems are always a challenge
- You need a common whole-of-government planning and reporting framework if you want to do real strategic planning and reporting
- Evaluation needs backbone and support
- [In Canada] Parliamentarians and the external auditor demand better public performance information; this is good
- There is no managing for results without sound management practices, period – you need clear expectations and annual assessment

*Lee McCormack, Executive Director, Results-Based Management,
Treasury Board Secretariat, Government of Canada*



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SUPPORTING MATERIALS (available in English)

BACKGROUND PAPERS

- 1. Briefing Note on Canadian Structures & Practices**
- 2. Background Note on Strategic Governance System**
- 3. Preparing a Program Management & Evaluation Plan**
- 4. Program Monitoring & Evaluation**

POWERPOINT PRESENTATIONS

- 1. Canada Introduction + Expenditure Management System**
- 2. Canadian Budgetary System**
- 3. Results-Based Management and Performance Reporting**

