GOVERNMENT GOALS, PRIORITIES, AND OBJECTIVES
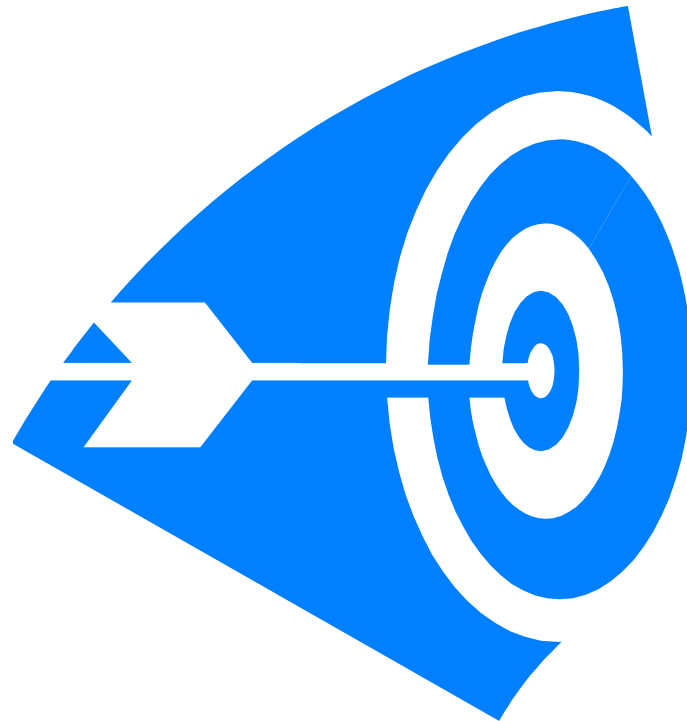
Setting targets to improve policy and program delivery

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OECD
BETTER POLICIES FOR BETTER LIVES

Introduction

Setting goals is the first step to turning the invisible into the visible – Tony Robbins

Goals and priorities throughout government

Goal

Spending/Policy

Goal and Priority Setting at the OECD

On Budgeting: Align budgets with strategic priorities of government

Source: Principle 2 of 2015 Recommendation of the Council on Budgetary Governance

On Regulation: Identify policy goals, and evaluate if regulation is necessary and how it can be most effective and efficient.

Source: Principle 4 of the 2012 Recommendation of the Council on Regulatory Governance

The second step is turning the Goal into an Objective

"Objective" means the intended outcome or effect. It is not the platform or policy.

Example of Good Objective	Example of a Goal
To reduce CO2 emissions from electricity generation by 20% by the year 2020. [*This objective is specific, measurable, accountable, realistic and time-bound.*]	To support a sustainable environment for future generations. [*As an objective, it is too broad and therefore it is unclear what the actual outcome will be.*]

Objective

S	• Specific
M	• Measurable
A	• Attainable
R	• Relevant
T	• Time-Bound

Vision Zero: Sweden

Objective: Reduce road deaths to 220 by 2020 (and ZERO in the long-term)
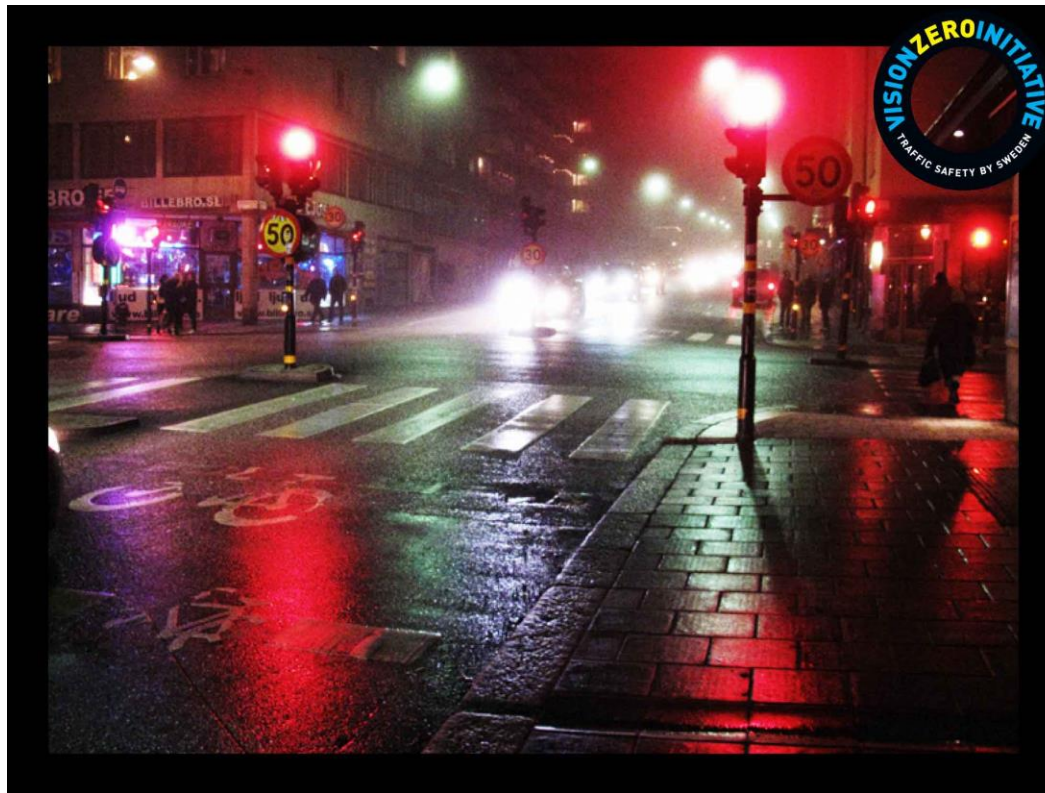
Source: Vision Zero Initiative – Traffic Safety by Sweden

Evidenced-based Policy Making: Evaluating policies *ex post* in the OECD
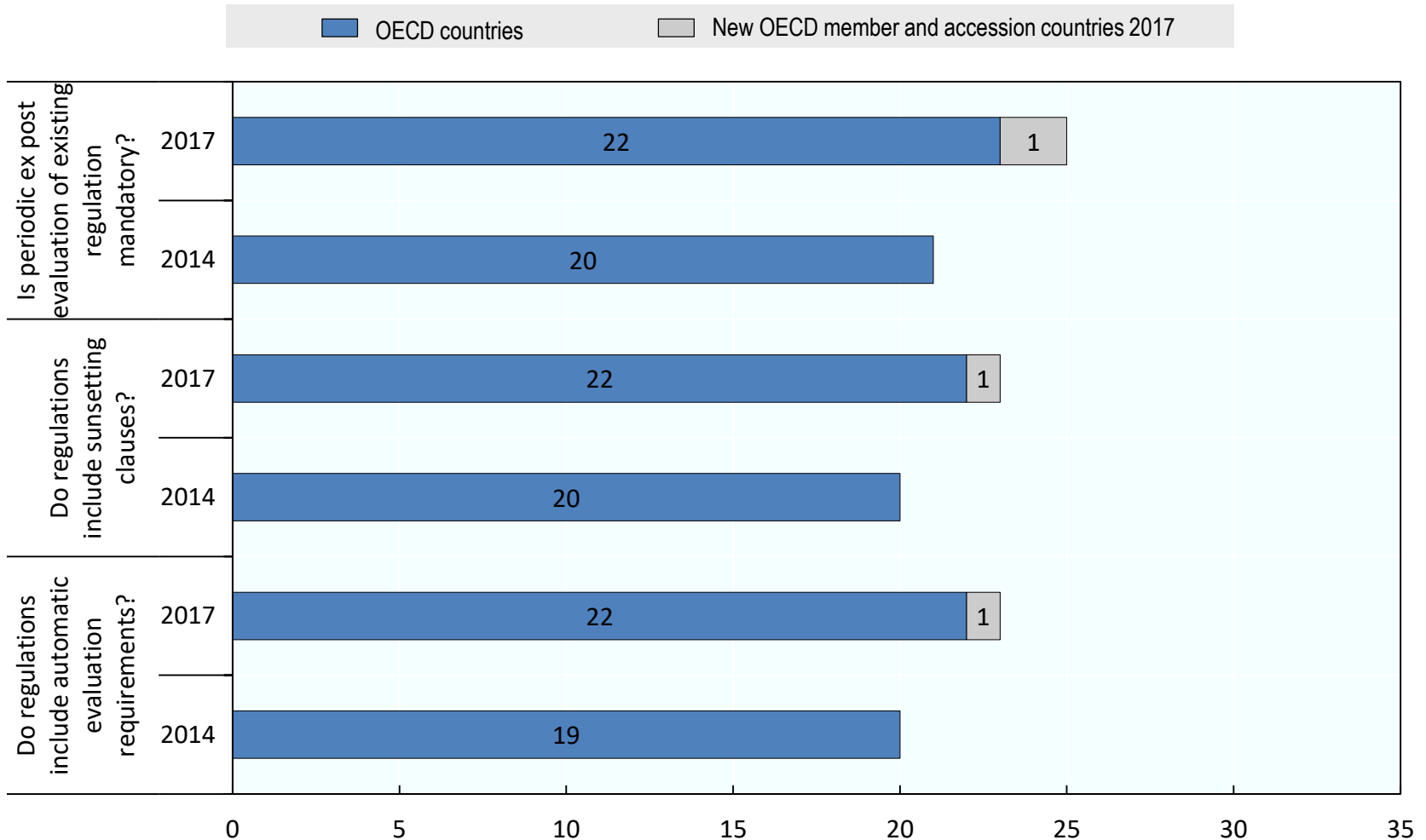
Notes: Data for OECD countries is based on the 34 countries that were OECD members in 2014 and the European Union. Data on new OECD member and accession countries in 2017 includes Colombia, Costa Rica, Latvia and Lithuania.
Source: Indicators of Regulatory Policy and Governance Surveys 2014 and 2017, oe.cd/ireg.

Moving from a policy to outcomes

Government inputs
Resources to deliver activities

Activity
Actions of the department

Outputs
Direct result of the actions taken

Intermediate outcomes
Change in target population's behaviour

Outcomes
Impact on target population
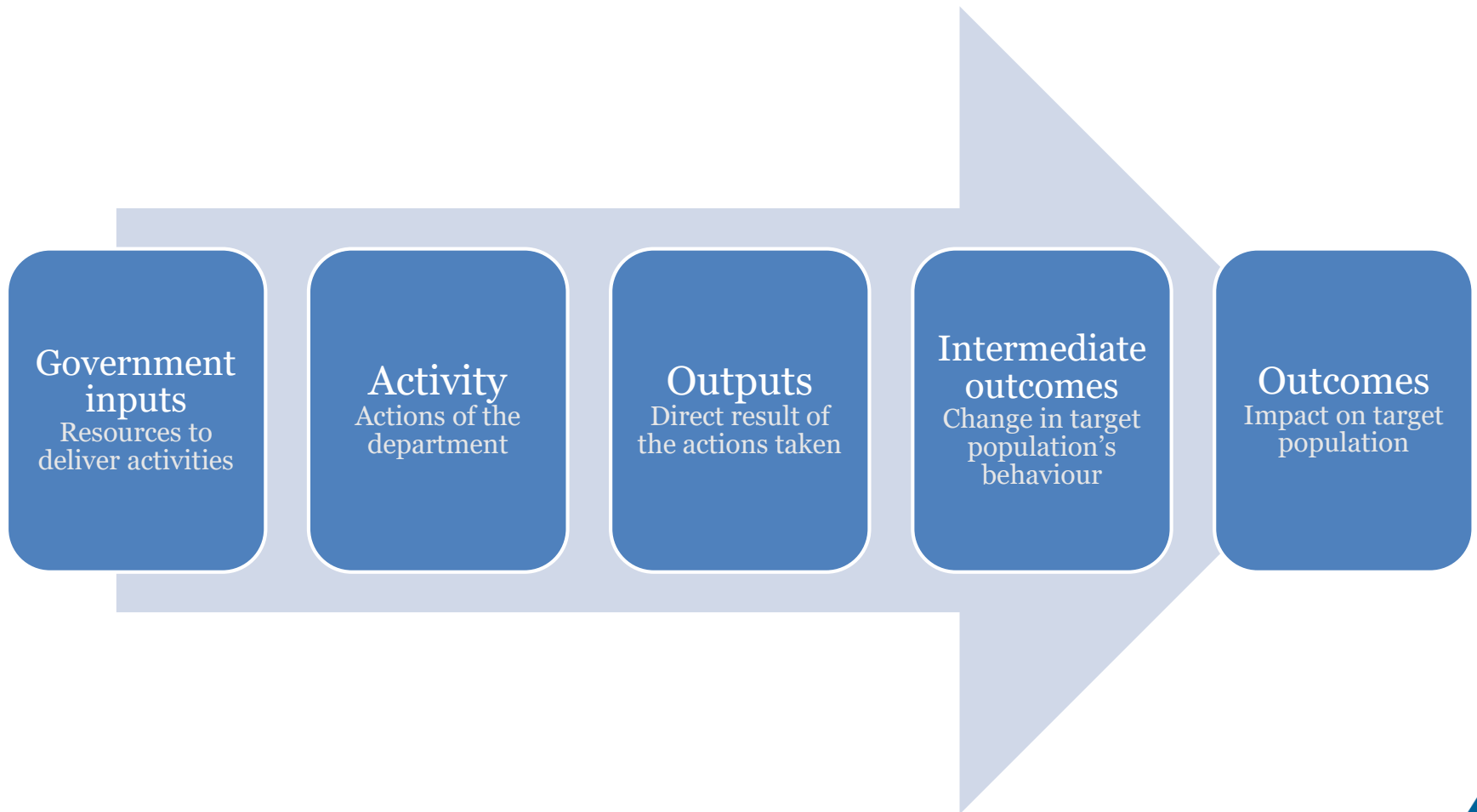
Embedding evaluation in Canada

Delivery Unit

Policy on Results

Data Strategy

Choosing Indicators

Meaningful
- Improvement in this indicator results in a real impact on Canadians

Moveable
- This indicator can really be improved by government/ministerial action

Measurable
- The data already exists for this indicator or we can make an investment to get it

Source: Results and Delivery in Canada: An Overview, Presentation for the OECD, Privy Council Office

Within regulatory proposals

➢ Cabinet Directive on Regulation (September 2018)

  ➢ Develop a "Performance Measurement and Evaluation Plan" for "High-impact proposals"

  ➢ High impact proposals: More than $10 million in impacts

Performance Indicators in Austria

- Motivation
- Co-ordination
- Control
- Decision-making
- Communication

Performance Indicators in Austria

C – Charakteristisch   (Characteristic)

L – Leistbar   (Attainable)

E – Eingeordnet   (Context-specific)

V – Vergleichbar   (Comparable)

E – Ergiebig   (Precise)

R – Reliabel   (Reliable)

One-sided vs. holistic evaluation of impacts

Conclusion

Goals → Objectives → Change → Impact

Thank you!

Contact

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Sources

- Barber, Deliverology: From Idea to Implementation, McKinsey

- Canada's Policy on Results

- Sir Michael Barber – Results and Delivery Unit: Lessons for Canada

- Vision Zero – Traffic Safety by Sweden

- 2012 Recommendation on Regulatory Policy

- 2015 Recommendation of the Council on Budgetary Governance