



GOVERNMENT GOALS, PRIORITIES, AND OBJECTIVES

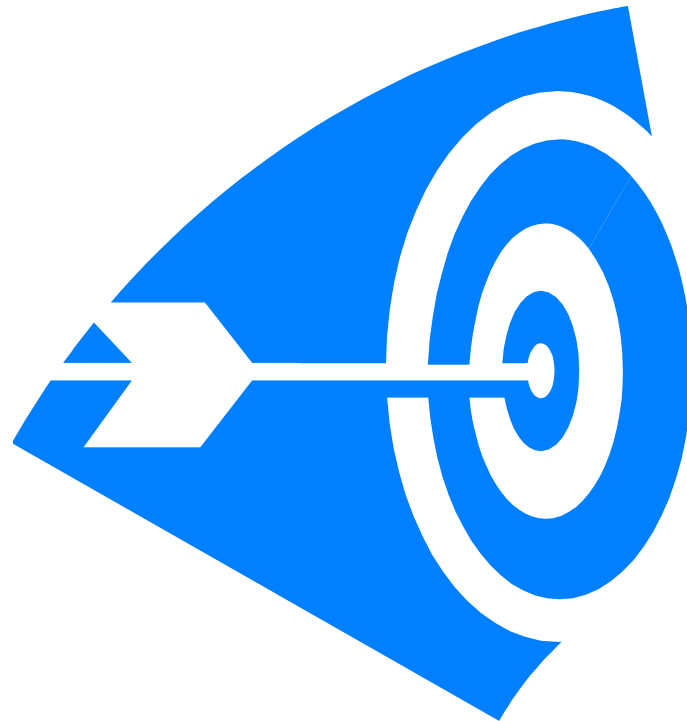
Setting targets to improve policy and program delivery

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Bratislava, Slovak Republic
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Introduction

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





Goals and priorities throughout government

The screenshot shows a web browser window with the URL <https://www.liberal.ca/realchange/clean-jobs/>. The page features a red header with navigation links for Justin Trudeau, The Platform, Your MPs, and the Liberal Party logo. There are also links for Volunteer, Donate, and a language selector (FR). Below the header is a search bar and a 'myPlatform' button. The main content area has a large red banner with the text 'CLEAN JOBS' over a background image of Justin Trudeau speaking at a podium. Below the banner, the text reads: 'We will make it easier and more financially rewarding for Canadian businesses to invest in creating clean jobs.' This is followed by a paragraph: 'Clean technology can deliver real benefits for our environment and our economy, including more good, middle class jobs.' Below that, another paragraph states: 'We will invest \$100 million more each year in clean technology producers, so that they can tackle Canada's most pressing environmental challenges, and create more opportunities for Canadian workers.' On the right side of the page, there is a vertical stack of buttons: 'Share' (with a Facebook icon), 'Tweet' (with a Twitter icon), 'Add to myPlatform' (with a plus icon), 'Download Full Policy', and 'Back'.

Goal



We will make it easier and more financially rewarding for Canadian businesses to invest in creating clean jobs.

Clean technology can deliver real benefits for our environment and our economy, including more good, middle class jobs.

Spending/Policy



We will invest \$100 million more each year in clean technology producers, so that they can tackle Canada's most pressing environmental challenges, and create more opportunities for Canadian workers.

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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
<p data-bbox="112 646 927 758">To reduce CO2 emissions from electricity generation by 20% by the year 2020.</p> <p data-bbox="112 803 877 915"><i>[This objective is specific, measurable, accountable, realistic and time-bound.]</i></p>	<p data-bbox="979 646 1806 758">To support a sustainable environment for future generations.</p> <p data-bbox="979 803 1721 978"><i>[As an objective, it is too broad and therefore it is unclear what the actual outcome will be.]</i></p>



Objective

S

- Specific

M

- Measurable

A

- Attainable

R

- Relevant

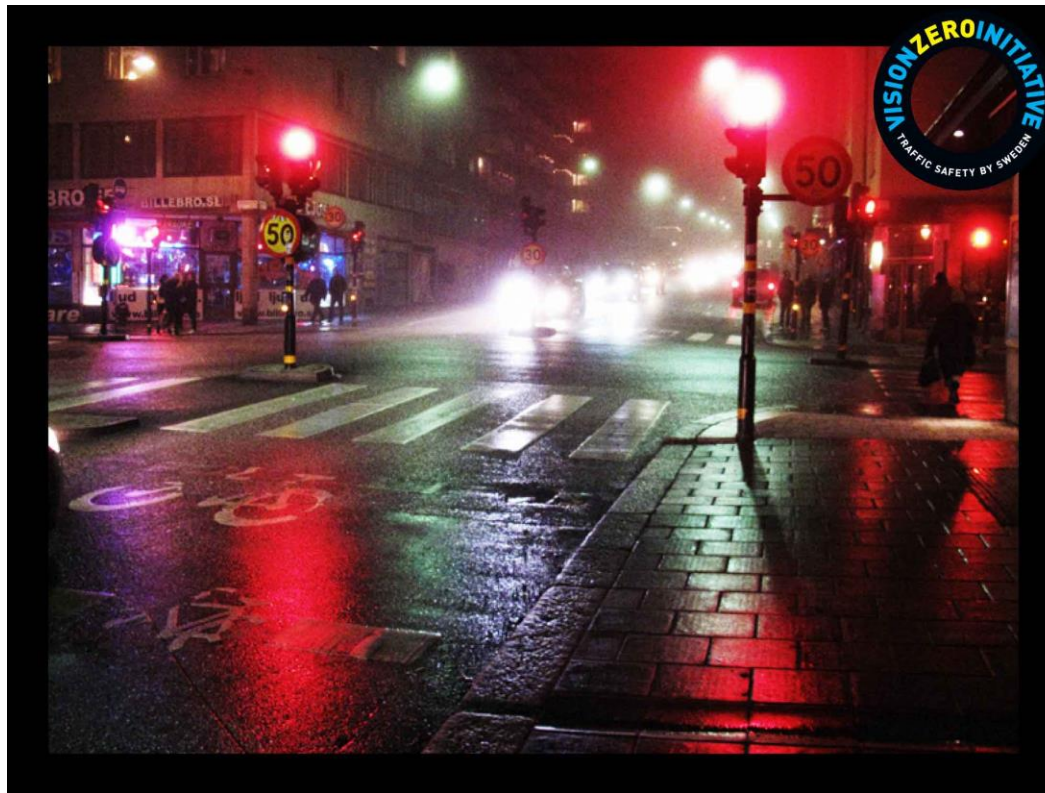
T

- Time-Bound



Vision Zero: Sweden

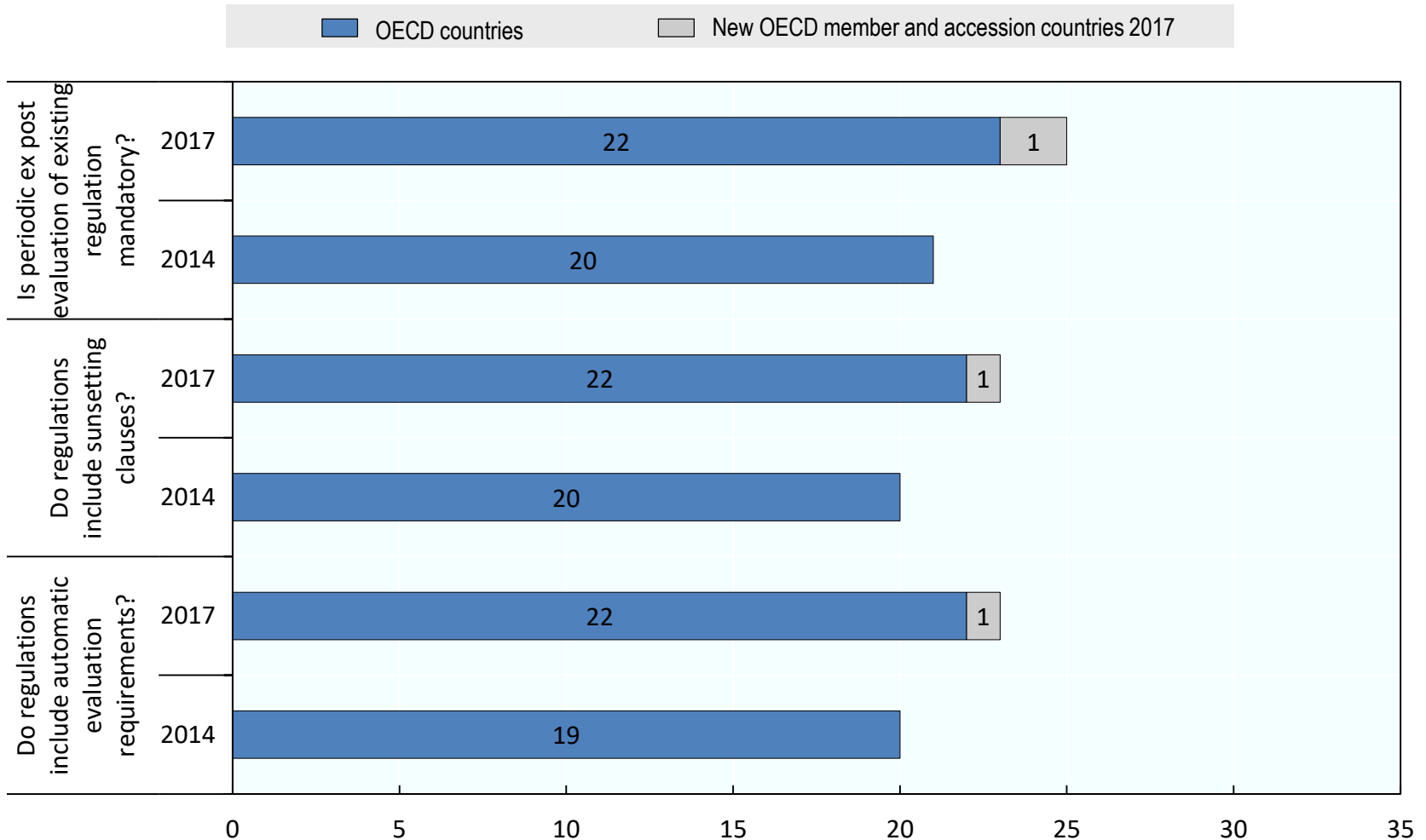
Objective: Reduce road deaths to 220 by 2020 (and ZERO in the long-term)



Source: Vision Zero Initiative – Traffic Safety by Sweden



Evidenced-based Policy Making: Evaluating policies *ex post* in the OECD

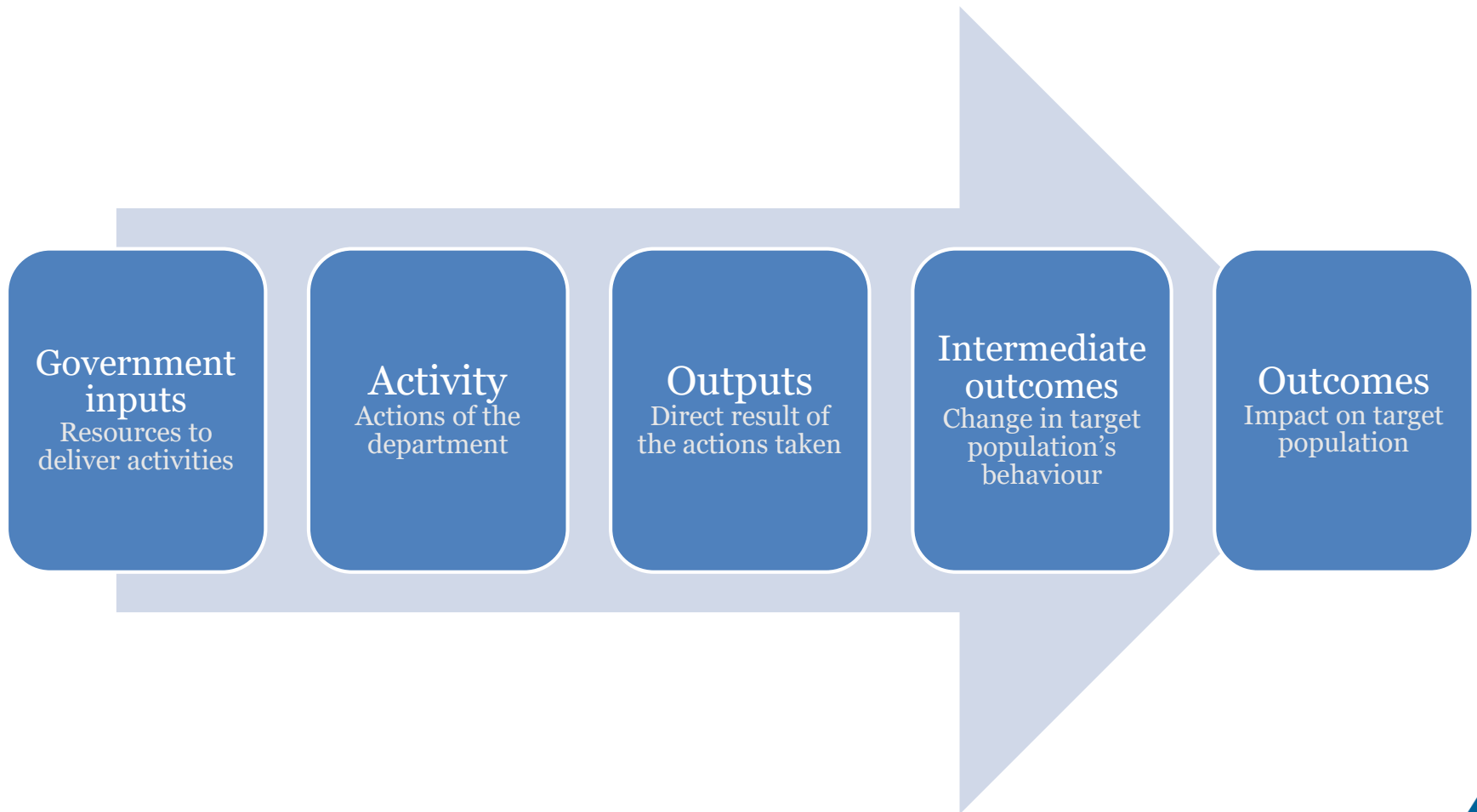


Notes: Data for OECD countries is based on the 34 countries that were OECD members in 2014 and the European Union. Data on new OECD member and accession countries in 2017 includes Colombia, Costa Rica, Latvia and Lithuania.

Source: Indicators of Regulatory Policy and Governance Surveys 2014 and 2017, oe.cd/ireg.



Moving from a policy to outcomes





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

Einseitige Beurteilung:



Ganzheitliche Beurteilung:





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](#)