

# Outcome Orientation & SDGs in Austria

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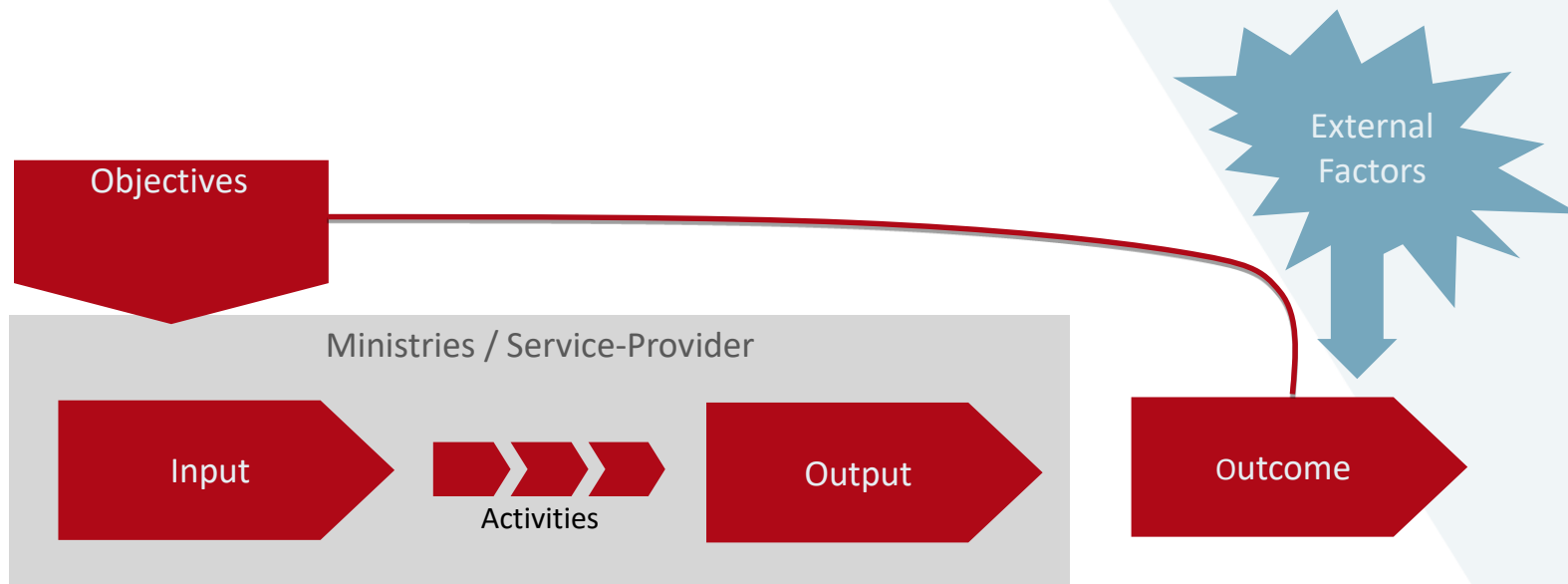
Strategic Performancemanagement and Public Sector Innovation

Vienna, 23. May 2023



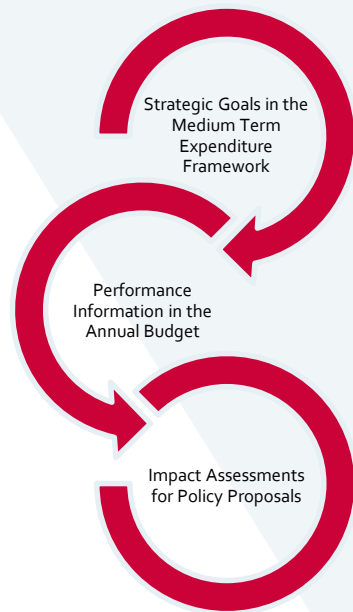
# OUTCOME ORIENTATION IN AUSTRIA

## What is Outcome Orientation?



## Implementation timeline of Outcome Orientation in Austria

- |               |   |
|---------------|---|
| Starting 2009 | <ul style="list-style-type: none"><li>• Medium-term expenditure framework</li><li>• Strategy report</li></ul>   |
| Starting 2013 | <ul style="list-style-type: none"><li>• Accrual Accounting</li><li>• Global budgets</li><li>• Outcome Orientation “Wirkungsorientierung”<ul style="list-style-type: none"><li>• Managing public administration based on its contributions towards achieving outcome in society (Performance Management)</li><li>• Outcome statements, outputs and indicators per budgeting chapter</li><li>• Performance Management cycle: plan, implement, evaluate</li><li>• Outcome oriented impact assessment</li></ul></li></ul> |



# Brief overview: System of Outcome Orientation in Austria

## Two instruments

### Performance Management

(linked to the budget)

- Outcome statements, outputs and indicators per budgeting chapter
- Annual performance management cycle: plan, implement, evaluate, report

### Regulatory Impact Assessments

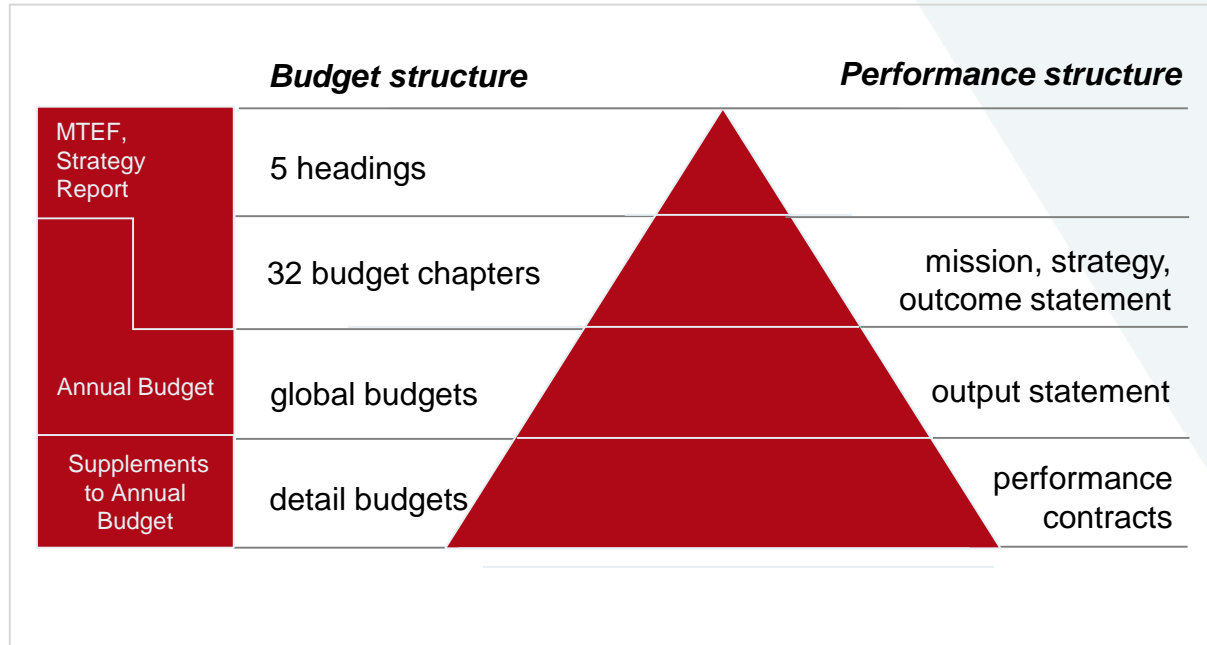
(for policy proposals)

- Ex-Ante Assessment including problem analysis, objectives & indicators, impact on specific policy areas
- Ex-Post Evaluation
- Reporting

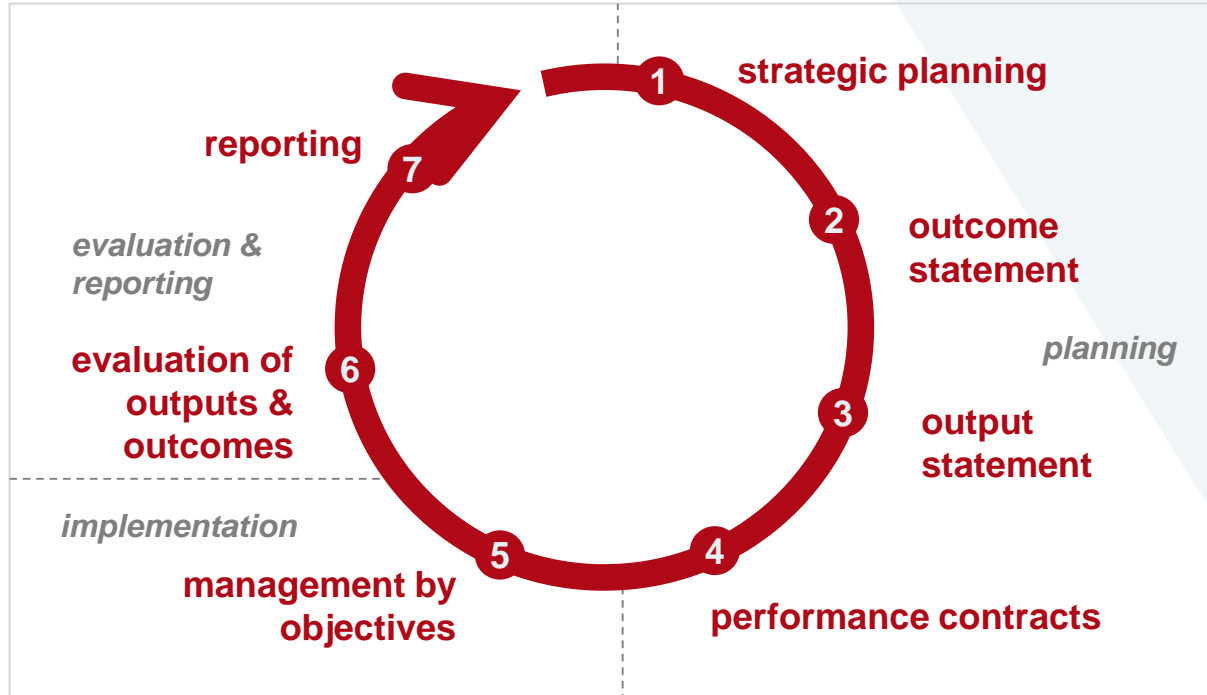
Objective: Managing public administration based on its contributions towards achieving outcome in society

# PERFORMANCE MANAGEMENT IN AUSTRIA

## Budget and performance structure

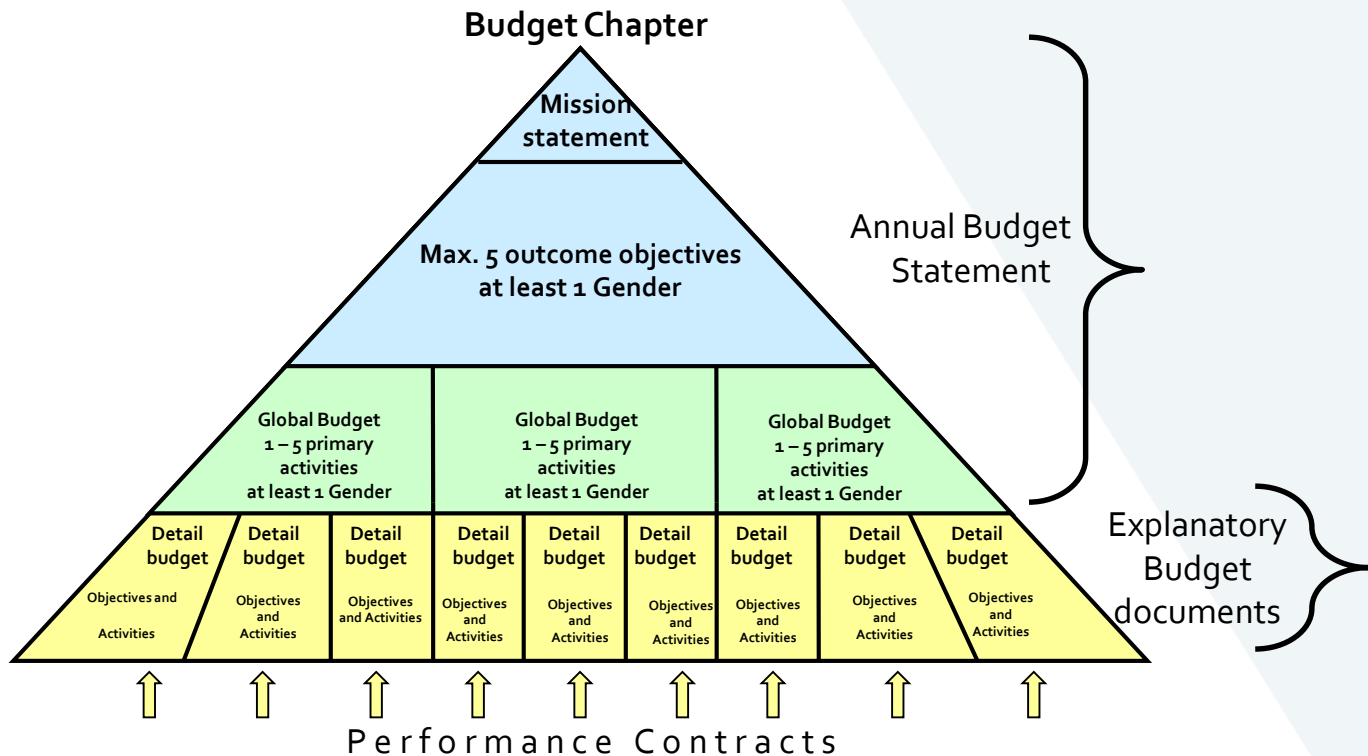


# Performance management cycle

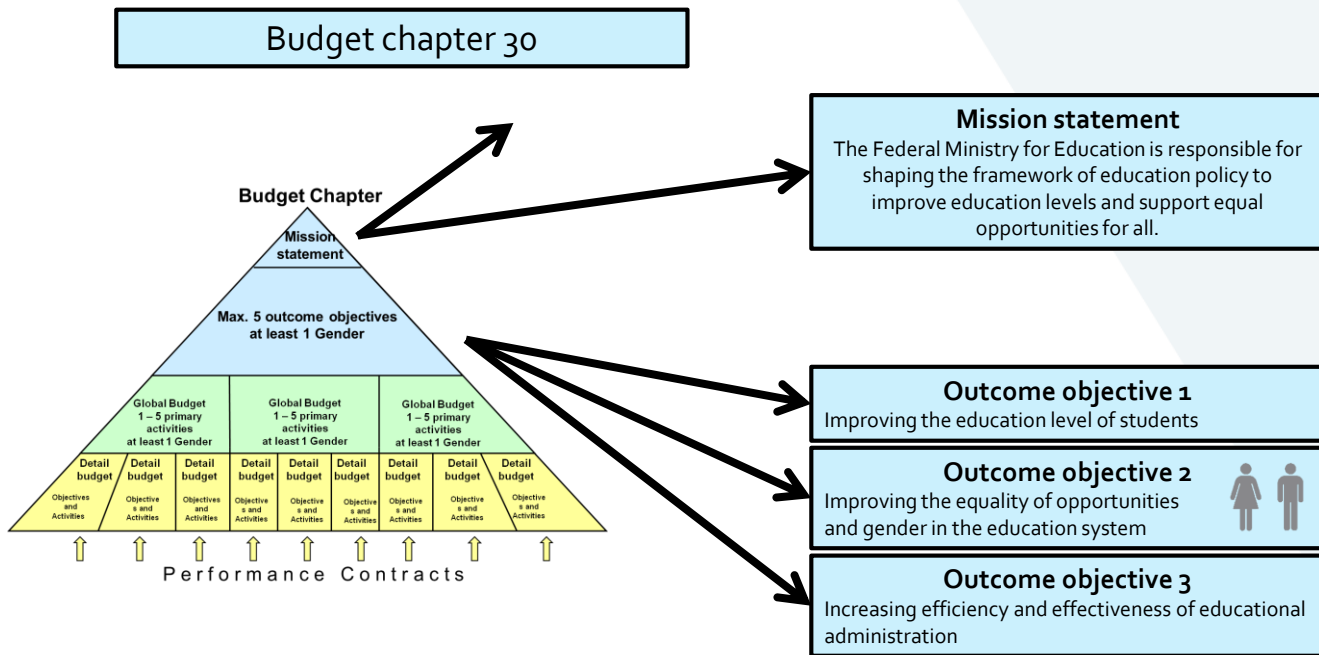




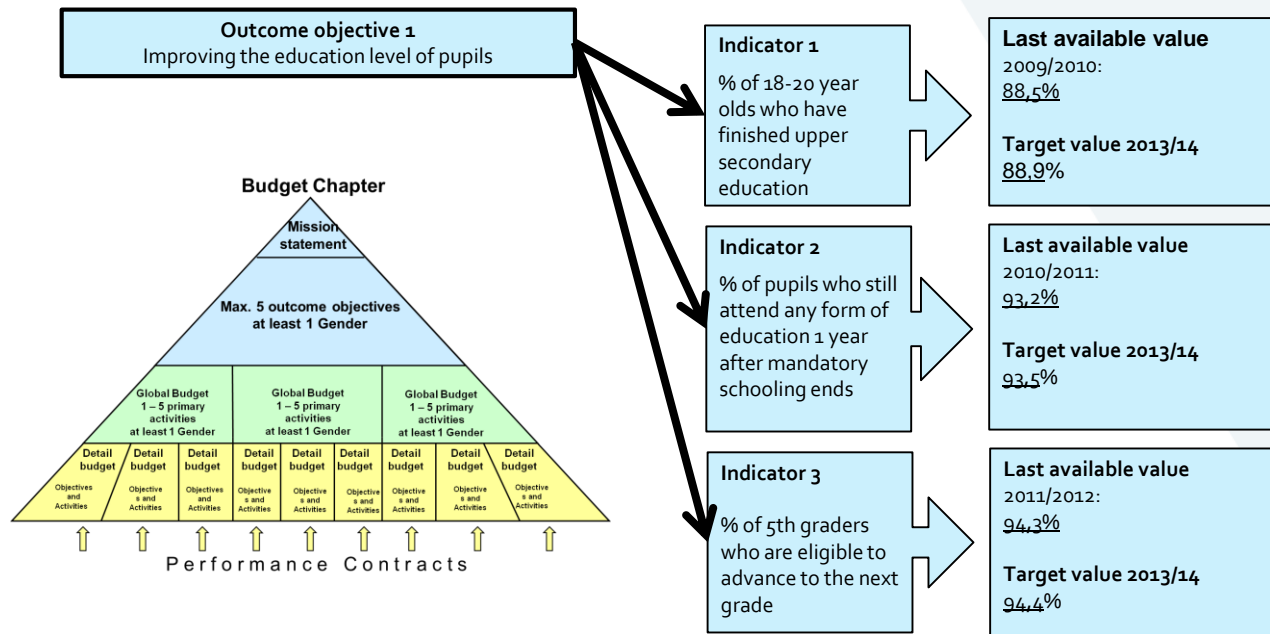
## Budget Chapter Perspective (e.g Line Ministry)



# Annual outcome statement (budget chapter)



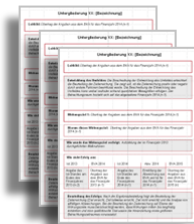
## Annual outcome statement (budget chapter)



# Evaluation and Reporting

## Ministries

- evaluation
- statement on achievement of objectives
- reporting



31 May



## Performance Management Office

- standardisation
- quality assurance
- coordination
- reporting



October



## Parliament & interested public

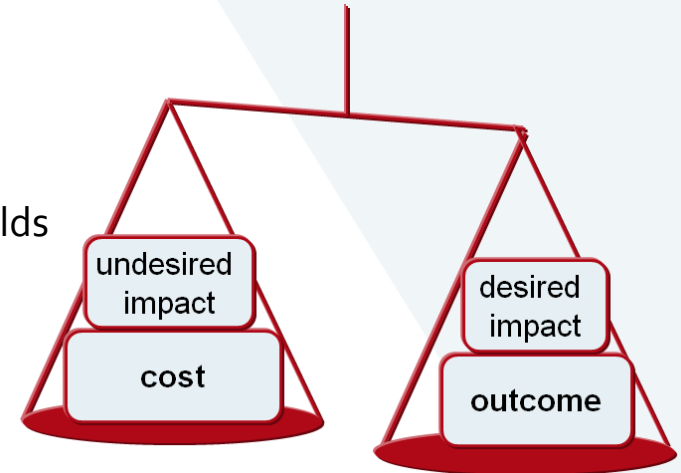
- discussion of results
- political accountability



# OUTCOME ORIENTED IMPACT ASSESSMENTS IN AUSTRIA

# Impact Assessments - Conceptual Framework

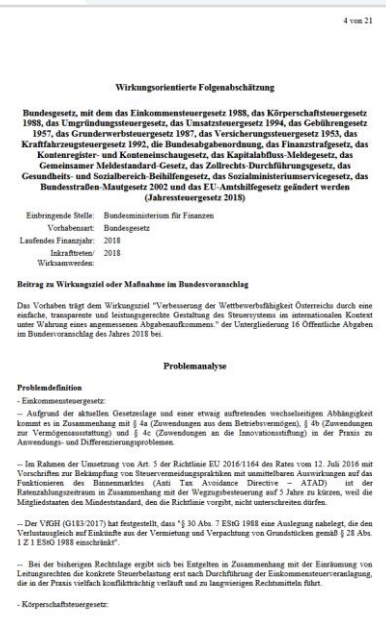
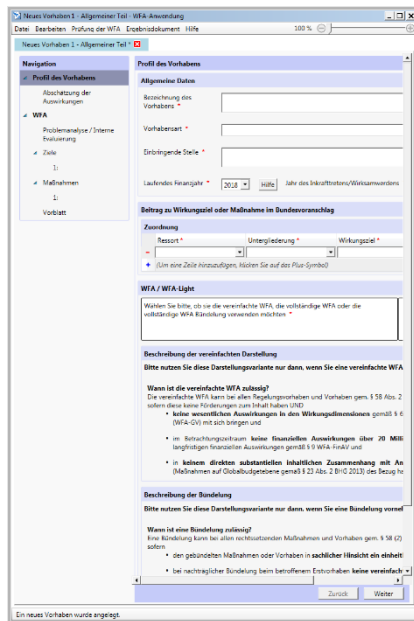
- Impact Assessments mandatory for
  - new laws and regulations and
  - major projects (procurement activities, infrastructure projects...)
- No exceptions, but thresholds for in-depth assessments
- Key Features
  - Outcomes (incl. indicators)
  - Outputs (incl. indicators)
  - Intended and unintended impacts in other policy fields
  - Financial information and connection to budget













# Regulatory Impact Assessments - Content

## Content

1. Problem Analysis
2. Outcome Statement
3. Output Statement
4. Impact Assessment
5. Planning of internal Evaluation



# Impact Dimensions

Impact dimensions defined by law	
 Public budgets	 Equality of women and men
 Social affairs	 Children and youth
 Consumer politics	 Businesses
 Administrative burden for citizens	 Administrative burden for businesses
 Economy	 Environment

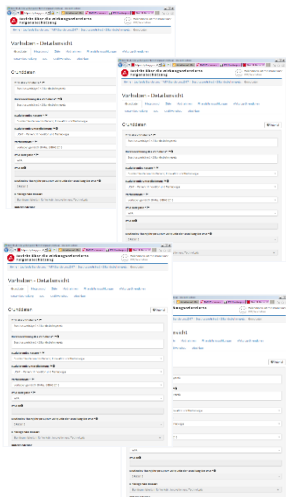


## Process of Impact Assessments in Austria

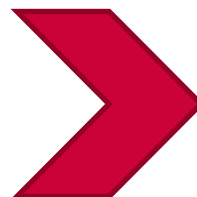


# Reporting

## Line Ministries



by February 28<sup>th</sup>



by May 31<sup>st</sup>

## Parliament



# Reporting on Outcome Orientation in Austria

## Planing



## Evaluation



## Online



# **OUTCOME ORIENTATION AND SUSTAINABLE DEVELOPMENT GOALS**

## Suggestions to connect Outcome Orientation and SDGs

- Court of Audit-report on the SDGs(2018)
  - Main Point of criticism: Not a single Outcome-Goal in the federal budget mentions or tries to connect to the SDGs
  - Suggestion: mandatory approach like the goals on equality between men and women
- Voluntary national report of the implementation of the SDGs in Austria (2020)
  - Connecting the Agenda 2030 with questions on finance through budgetarial measures
    - ➔ creating a stronger connection between the instruments of Outcome Orientation and SDGs
  - Connecting to the SDGs should start in the phase of planing the budget and lead to a discussion through the evaluation reports

## Status Quo

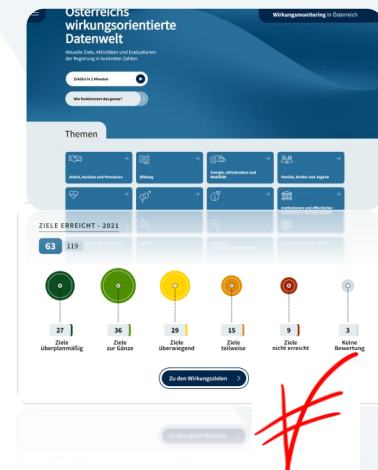
## Planing



## Evaluation



## Online



# **FURTHER DEVELOPMENT OF THE CONNECTION BETWEEN OUTCOME ORIENTATION AND SDGS**

## A challenging implementation

- Analysis depth
  - The connection between the SDGs themselves is too broad -> **connection to the Sub-Goals**
- Meaningfulness of the reports
  - **Threshold & criterias** are needed to declare a certain significant to a desired connection
- Implementation and quality assurance
  - **Contact Points** inside the ministries on questions if a connection to the SDGs is significant enough
  - Checking the **quality** of the presented information through an external body
- Relevance
  - Annual reporting for actions and measures may not be enough



## Limitations

- Only outcome-oriented information on the federal level will be connected to the Sustainable Development Goals
  - Initiatives from the local level or other public agencies won't be recognized
  - Smaller Initiatives, which don't meet the criteria for the regulatory impact assessment, won't be recognized

## Benefits on the system of Outcome Orientation

- More **transparency** on the goals of politics and performance of the public administration
- Increased focus on **result orientation** in politics and administration
- Increasing the **effectiveness** and **efficiency** of public services
- Basis for a **holistic approach** (connection of input, output and outcome) and an integration of the management instruments

# Analysis of Implementation of the SDGs in the system Outcome Orientation (Needs in Practice)

Structures & Decisions

Procedures & Digitalization

Capacity & Competencies

Cultural Change

Evaluation

Evolution



## Wrap-Up

- The implementation of the Agenda 2030 in Austria is getting more **visable** through the connection between the instruments of Outcome Orientation and the **SDGs**
- We can showcase the **impact on the SDGs** in the phases of **planing** and **evaluation**
- An **up-to-date reporting system** needs deeper evidence-based discussions (for example in parliament) and should be able to give a short and clear summary for the public
- The successful implementation requires legal adjustment and the commitment of all relevant stakeholders

# Thank you!

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