

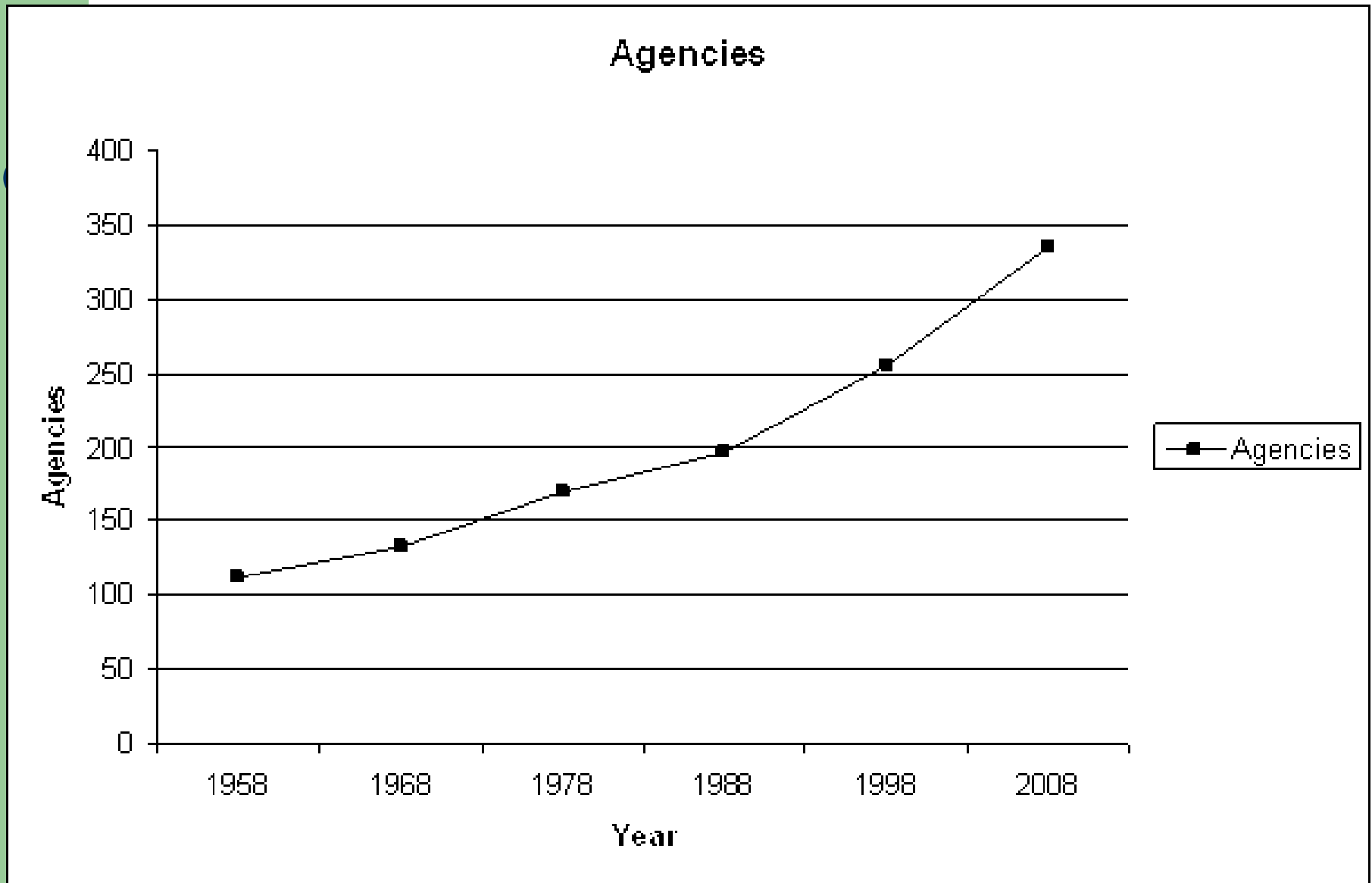
Department-Agency Relations and the Performance Dialogue

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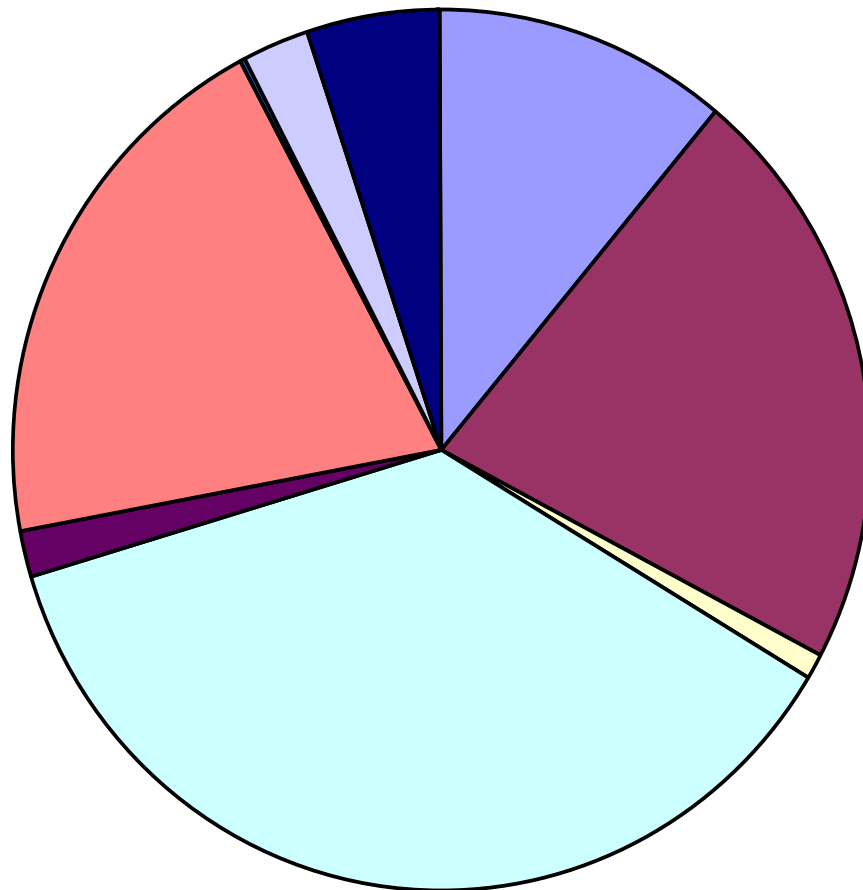
Background

- Current concern with:
 - Fragmentation
 - Performance
- Agencies and ‘agencification’
- OECD & Task Force
 - Span: ‘use of output and outcome indicators should form the basis for a new performance dialogue’
 - Depth also important

Agencies: A new bureaucratic model?



2008 Function

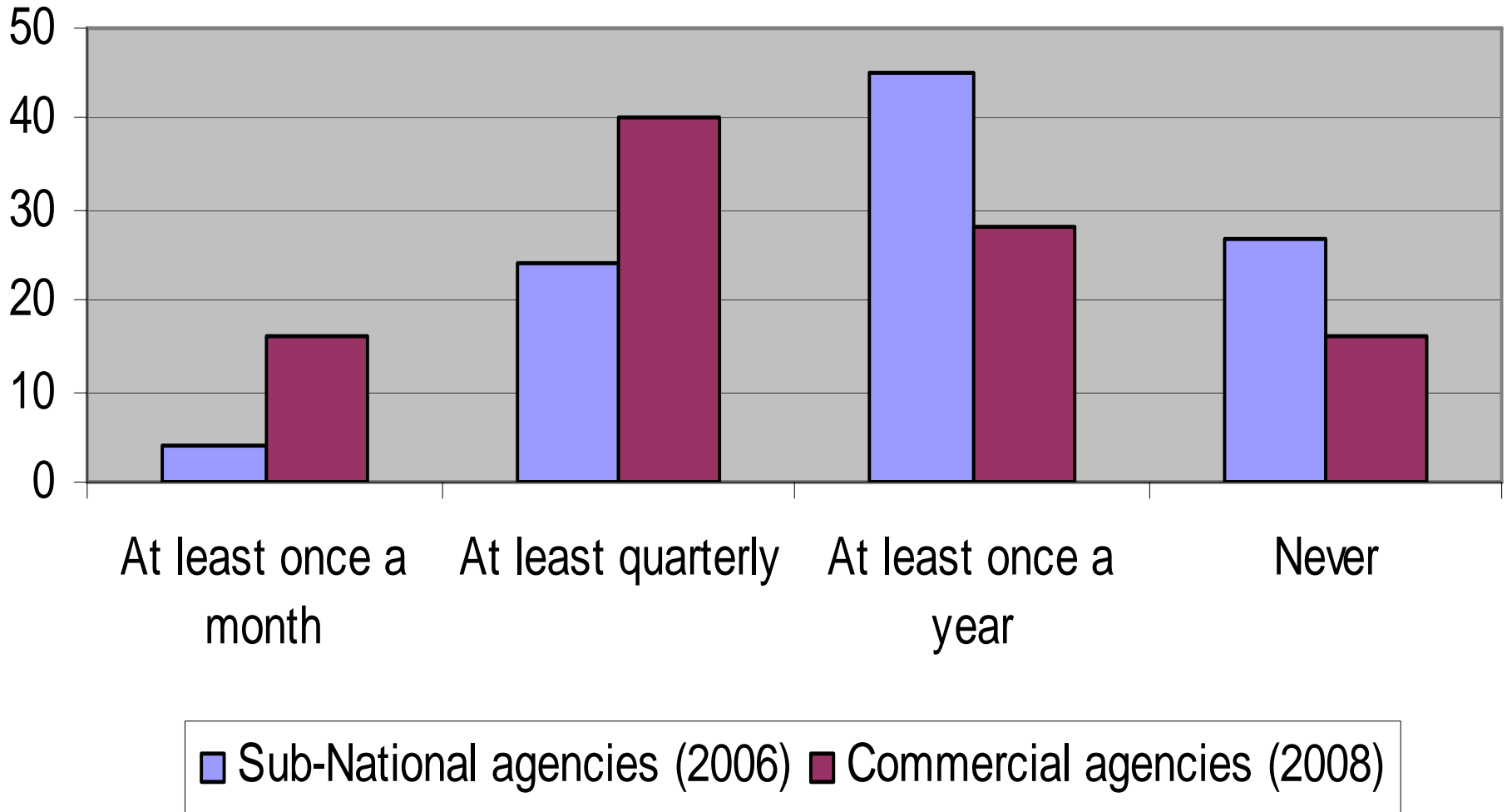


- Adjudicatory
- Advisory
- Contracting
- Delivery
- Information Providing
- Regulatory
- Taxing
- Trading
- Transfer

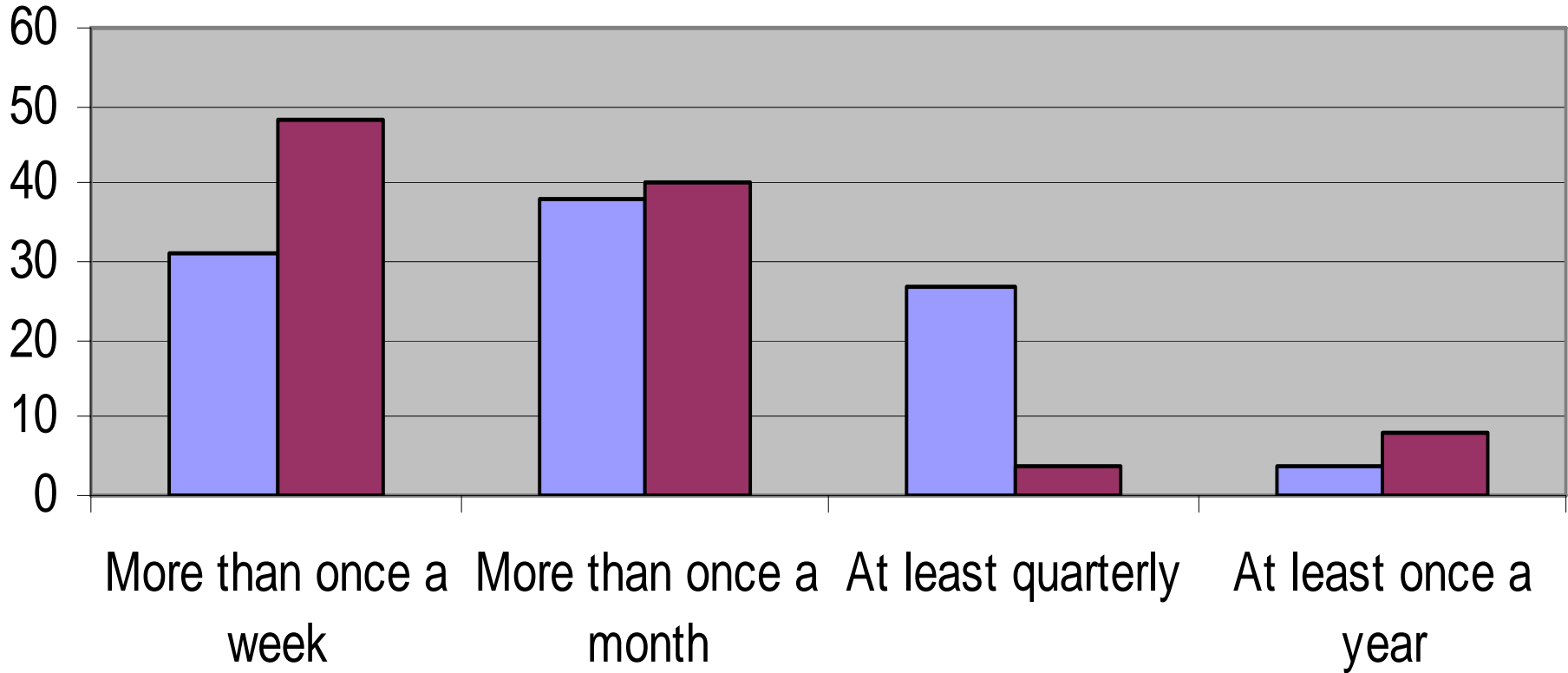
Departmental-agency relationships

- Considerable variety
 - Legal status, institutional arrangements, culture
- Informal and formal communications
- Co-ordination
- Redundancy

Frequency of formal meetings



Frequency of informal contact



■ Sub-national agencies ■ Commercial agencies

Current dynamics in public administration

- Markets
 - Hierarchical mechanisms
- Performance
 - Measurement and Management of Performance
 - Performance Management
 - Governance?
 - Dialogues?

Foundations for performance dialogues

- Strengthening of central organisations
- Coordination within and between sectors
- Active leadership roles
- Cooperation among public organisations
- Value-based management

Where do performance dialogues take place?

- At Department level
 - Need to reconcile compliance and rationality with trust and integrity
 - Role of Boards and Board members
 - Corporate Governance Units
- Oireachtas
 - Experience elsewhere poor
 - Politics matters
- Alternatives
 - Programme Office

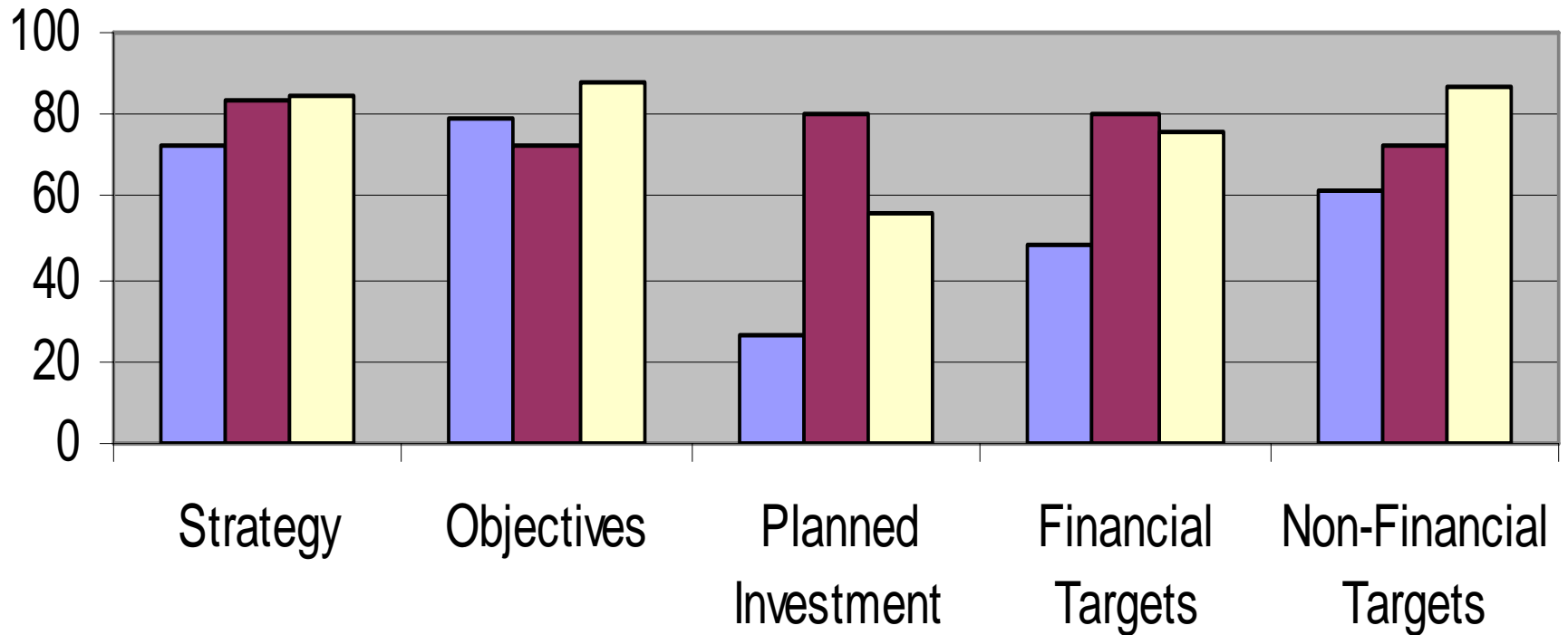
Enhancing Agency Performance

- Better performance requires not just that agencies have sufficient autonomy
- Departments need capacity and competencies to monitor and control
- Oversight and verification instruments
- Shared value commitments

Agencies: Recent Developments

- Coherence and integration
- Fundamentals of performance dialogues emerging
 - Service level agreements
 - Expansion of output statements
- Comparable information over time and across sectors
 - Also societal goals
 - State-owned enterprises

Reporting on delivery



■ National agencies (2004)

■ Commercial agencies (2008)

■ Sub-national agencies (2006)

Recent developments elsewhere

- US: Agency performance budgets replace performance plans (OMB)
- Netherlands: External audit of performance information (using quality standards)
- Britain: Emphasis on use of performance information for public accountability

Caveats

- Performance – trust
- Information transfer
- Use and interpretation

Thank you

- More info at www.cpmr.gov.ie
 - Research Reports
- mmaccarthaigh@ipa.ie