

# Performance Management within ACOA

## - Responding to the Government of Canada's Management Agenda

*New Frontiers in Public Sector Performance Reporting*

*Halifax*

*May 2, 2006*



Atlantic Canada  
Opportunities  
Agency

Agence de  
promotion économique  
du Canada atlantique

Canada

# *Overview of the presentation*

- Elements of the Government of Canada's Management Agenda (MA)
- How MA requirements integrate with ACOA management
- How ACOA is organized to respond
- Evaluation case study - AIF
- Challenges and Future Steps



# ***The Management Agenda***

- *Management in the Government of Canada: A Commitment to Continuous Improvement*
- ***Three Elements:***
  - 1. Accountable Government***
    - *Stronger accountability relationships*
    - *Shared Responsibility for oversight (MAF)*
    - *Reflecting Public Service Values*
  - 2. Responsive Government***
    - *Improving Results for Canadians*
    - *Improving Services within Government*



# *The Management Agenda (cont'd)*

## *3. Innovative Government*

- *Investing in Public Service Employees*
- *Results-Driven Expenditure Management*
  - *Improved Expenditure Management Information (EMIS and MRRS)*
  - *Strategic Approach to expenditure management in horizontal areas*



# *Management, Resources, and Results Structure Policy*

- Uniform approach to the collection, management and reporting of financial and non-financial information
- Main objectives:
  - Support improved decision-making
  - Assist in analyzing issues that cut across departmental boundaries
  - Improve oversight ability
  - Provide a more transparent basis to report to Parliament

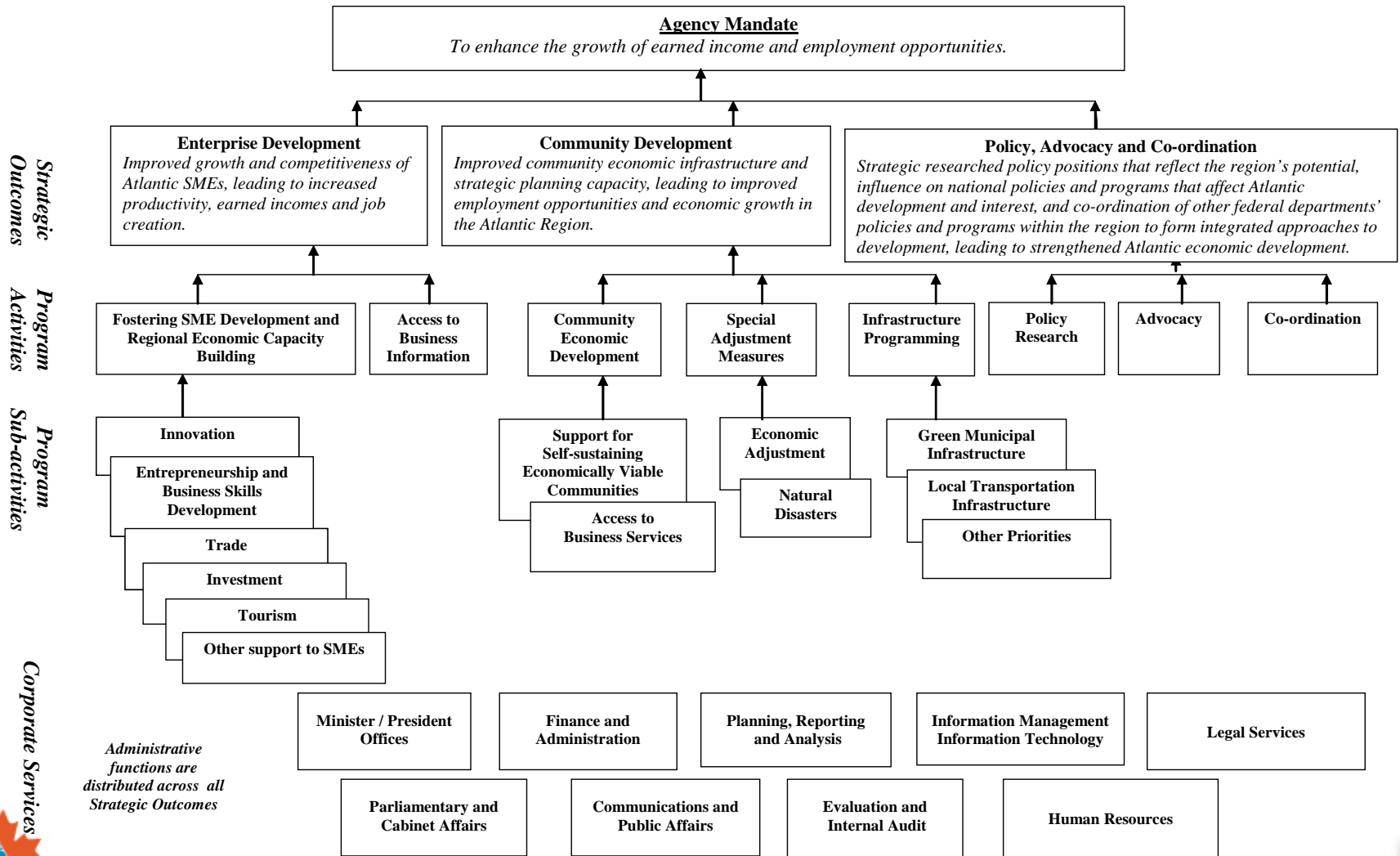


# *MRRS Policy Components*

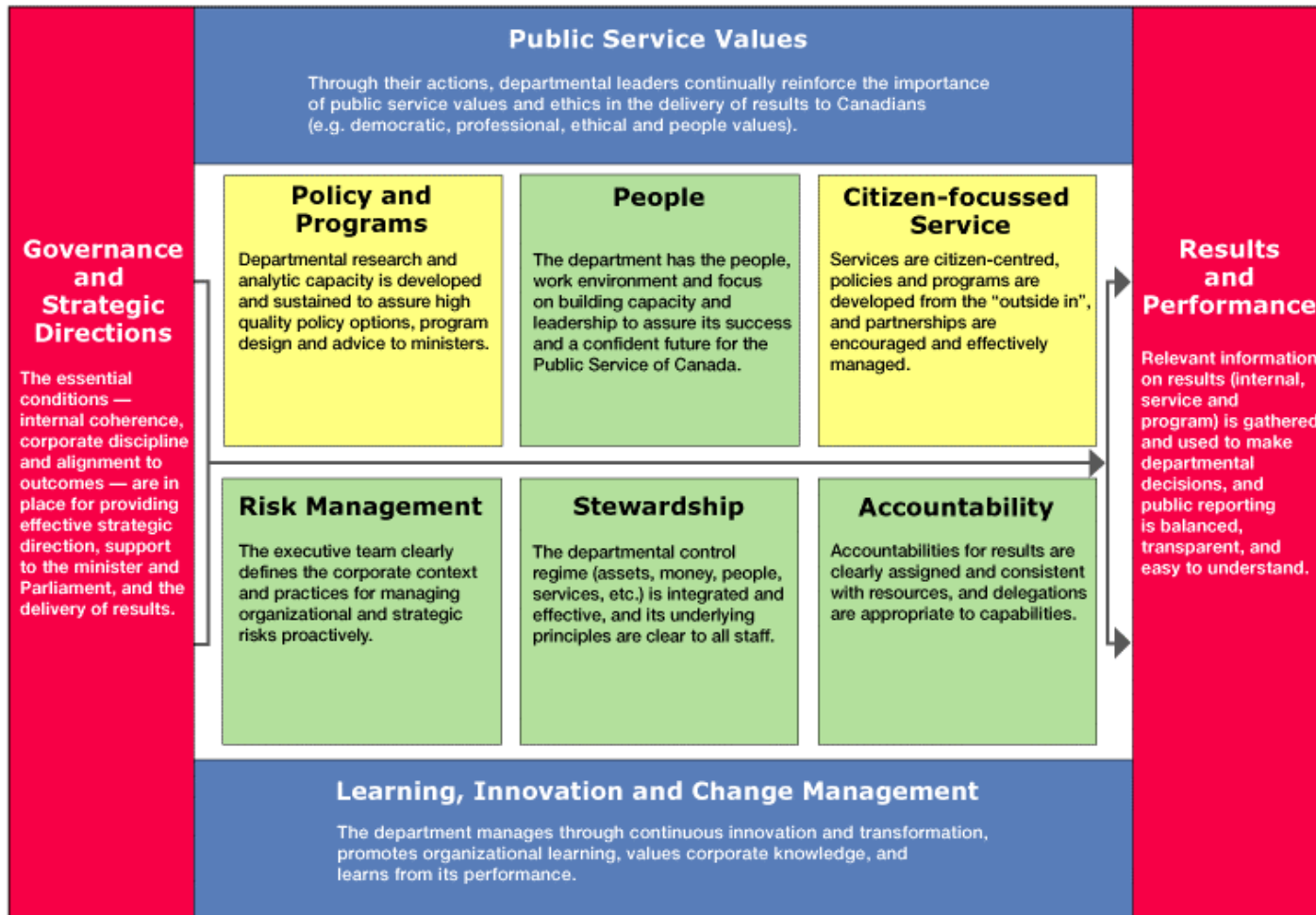
1. **Strategic Outcomes** that: reflect the organization's mandate and vision and are linked to the government's priorities and intended results; and provide the basis for establishing horizontal linkages between departments
2. A **Program Activity Architecture** that is articulated at a sufficient level of materiality to reflect how a department allocates and manages the resources under its control to achieve intended results
3. A description of the current **Governance Structure**, which outlines the decision-making mechanisms, responsibilities, and accountabilities of the department (MAF)



# ACOA's Program Activity Architecture



# Management Accountability Framework



# *Corporate Planning and Performance Management Division*

- Using results-based management principles, the Division co-ordinates *planning, evaluation* and *performance measurement*, ensuring that senior management has the information required to make decisions regarding strategic direction and resource allocation.
- Our key objectives:
  - Building a common understanding of Modern Management Practices in the Agency
  - Direct the Agency activities towards delivering on its strategic outcomes by coordinating the planning process
  - Data collection and economic analysis to provide ACOA senior management and central agencies with performance and evaluation information related to the Agency's programs, policies and initiatives
  - Produce high quality reports on the agency plans, priorities and performance to parliament and Canadians



# *Evaluation Case Study: “Atlantic Investment Fund”*

- The Atlantic region lags behind national performance in terms of:
  - Knowledge-based economy (KBE) growth
  - Research & development investment
  - Export growth
  - Ability to retain well-educated youth
- Private sector accounts for only 16% of performed R&D in Atlantic Canada, versus 55% nationally.



# *Atlantic Innovation Fund*

- The Atlantic Innovation Fund (AIF) was a \$300 million program designed to increase the region's capacity to carry out leading-edge research and development that directly contributes to the development of new technology-based economic activity in Atlantic Canada.
- The AIF encourages partnering among research community and private sector



# *AIF Results-based Management and Accountability Framework (RMAF)*

- **Program Profile**
  - Context
  - Objectives
  - Stakeholders and Beneficiaries
  - Resources
- **Expected Results**
  - Expected Results
  - Logic Model
  - Accountabilities
- **Monitoring and Evaluation Plan**
  - Performance Measurement Plan
  - Evaluation Plan



# *Main conclusions of AIF Evaluation*

- RFPP/Advisory Board process leads to selection of best projects
- AIF is leveraging an additional \$1.14 from other sources for every dollar it invests in projects
- AIF is helping to form meaningful partnerships
- AIF is increasing R&D capacity and activity
- AIF is showing signs of contributing to development and commercialization of new products, services and processes



# *Main Recommendations of AIF*

## *Evaluation*

- ACOA should seek renewed funding for AIF (Program was renewed in 2005 with additional \$300M in funding)
- ACOA should continue to deliver the AIF using an RFPP process with an Advisory Board
- ACOA needs to continue to assess ways in which it can improve its delivery processes, particularly the review process
- ACOA should continue to monitor AIF program impacts (i.e., leveraging, partnerships, R&D capacity, development and commercialization of new products, processes and services)



# *Performance Management Challenges in the Public Sector*

- Public performance – citizen not profit focused
- Results-based – reporting WHY not WHAT
- Economic outcomes – long-term in nature
- The Attribution question
- Credibility of results - the data
- Moving from a culture of evaluation on a program basis to a more strategic level



# *Our Agenda – Integration and Collaboration*

- Continue to refine the PAA by developing a comprehensive logic model for the Agency
- Develop macro level indicators
- Enhance use of performance information

